



Media Statement – Issued on behalf of Helen Burstyn, C.M., Chair of the Waterfront Toronto Board

TORONTO, July 4, 2018 – Today, Will Fleissig has advised the Board that he is stepping down as CEO.

Waterfront Toronto has been fortunate to have a leader with such an innovative vision of what Toronto's waterfront could and should be, and we wish him the very best as he takes on new challenges in the future.

Waterfront Toronto is now turning its focus to implementing the vision our team has worked towards, and we're more excited than ever about the future.

Mr. Fleissig noted that he is very proud of the accomplishments of Waterfront Toronto and the support he has received from the team. He knows that the next stage of the waterfront revitalization is in very good hands.

We are privileged to have a skilled and experienced board, staff and executive to draw on during this time of transition and opportunity. There will be a three-person interim leadership team in place, including Michael Nobrega as Acting CEO, Meg Davis, our Chief Development Officer, and myself in my capacity as Chair, while we search for a new CEO.

Michael Nobrega is a former President and CEO of OMERS, current Chair of the Ontario Centres of Excellence, and sits on Waterfront Toronto's Board of Directors. Michael will be taking a leave from the Board for the duration of his tenure on the interim leadership team. Meg Davis is Waterfront Toronto's Chief Development Officer, and has been with the organization for 11 years. She has extensive experience as a real estate and commercial transactions expert, notably with KPMG. The interim leadership team will not be accepting any additional compensation for these roles.

We look forward to the next chapter in the transformation of Toronto's waterfront.

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Media Contact

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Cariaga, Flordeliza (INFC)

From: Morin, Kathy (INFC)
Sent: July 10, 2018 1:45 PM
To: Tippins, Shawn (INFC)
Subject: FW: Info on PLFP
Attachments: ESC_PLFP - June 2018 Monthly Report.pdf; ESC_Cherry Street Lake Filling Dashboard Report.pdf; ESC_PLFP Dashboard Report.pdf; FW: CSLF Project Progress Shot

From: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: July 9, 2018 10:21 AM
To: Morin, Kathy (INFC) <kathy.morin@canada.ca>
Cc: David Kusturin <DKusturin@waterfrontoronto.ca>
Subject: FW: Info on PLFP

Kathy –

David had assembled the attached which I trust is sufficient.

Ed

From: Morin, Kathy (INFC) <kathy.morin@canada.ca>
Sent: Monday, July 9, 2018 9:28 AM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Subject: Info on PLFP

Hi Ed,

This is what we are looking for specifically for today's call perhaps something in writing would help if you have a chance. For both PLFP and Cherry Street.

Update on project, phases, timelines, general background. What is schedule? On schedule? Milestones...

Thanks!

Kathy Morin, CFA, FRM

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**Port Lands Flood Protection and Enabling Infrastructure
Monthly Report to Executive Steering Committee
June 20, 2018
Project Planning and Implementation Report**

A. Executive Summary

Overall: The project is moving forward to plan.

Budget: The overall budget is tracking to plan. Cost estimates submitted as part of the 30% design, are under review and budget and cost estimate reconciliation will be completed in July and August.

Schedule: Updates to the detailed baseline schedule for design, construction and approvals are provided monthly.

Design status: 30% design has been completed for the River Valley & Parks, Roads & Servicing and for Bridges. 30% design submissions are being reviewed by staff and key stakeholders.

Construction status: Construction for Cherry Street Lake filling is approximately 40% complete. Core stone and internal confinement berm is complete.

B. Key Risks/Issues:

Port Lands Flood Protection:



- Construction (hard) costs are being assessed as part of the 30% design to stay within budget
- License to Construct Agreement with 3C Landowners is required prior to construction of Cherry Street North and this activity is on the critical path
- Increase to scope and costs for potential modification/relocation of HONI facilities
- Increase to scope and costs associated with underpinning the Gardiner support piers

Cherry Street Lake filling:

- Core Stone Supply – volume changes related to core stone supply settlement

C. Three Month Look Ahead:

Port Lands Flood Protection:

- Request for capital approval for selected project Hard Costs from the Waterfront Toronto Board of Directors
- Project teams will continue to work on submissions related to permits from regulatory agencies and reporting commitments as outlined in the Don Mouth Naturalization and Port Lands Flood Protection EA Study
- Complete tender ready design and procurement for demolition and shallow excavation of the Phase 1 River area

- Continue with stakeholder management, communicating, and reporting

Cherry Street Lake filling:

- Continue with the risk management and mitigation program
- Continue with stakeholder management, communicating, and reporting
- Complete procurement of subtrades , as required
- Complete procurement of Tree-Planting/Landscaping
- Complete Core Stone delivery and placement
- Complete Cell 2 Lake filling
- Continue work on Dockwall at North of Essroc Quay

D. Completed in Past Month

The following activities have been completed in the last month:

Port Lands Flood Protection:

- Presentation and approval of Request for capital approval for selected project Hard Costs from the FARM Committee
- Continued meetings with City Staff regarding design, approvals and traffic management
- Submission of 30% design for Bridges on Cherry Street North, Cherry Street South, Commissioners Street and Lakeshore Road
- Submission of 30% design and cost estimates for Commissioners Street, Cherry Street, Don Roadway North, and Site wide Municipal Infrastructure
- Submission of 30% design and cost estimates for flood protection, parks and public realm

Cherry Street Lake Filling

- Procurement RFPs for supply of armour stone and laboratory testing have closed
- 148,000 metric tonnes of core stone placed
- Lake filling in Cell 2 is underway
- Combi wall pipe and sheet pile installation for dock wall is underway

E. Risk Status

For Port Lands Flood Protection, Waterfront Toronto procured HDR to continue Risk Management services. The project team is monitoring risks and implementing mitigation activities on on-going basis

As a normal part of the design process, and as specifically planned for within the Port Lands Flood Protection project plan, consultants have provided cost estimates based on 30% design. The submitted 30% estimates are under review by the project team including Waterfront Toronto's independent cost consultant Altus. In addition, the Construction Manager Ellis Don will provide an independent estimate based on the 30% design drawings.

The project team will then confirm 30% cost estimates for the projects and work towards optimizing the project features to conform to the original budget.

For Cherry Street Lake filling, HDR has developed a detailed Risk Register for the project. The project is being tracked by HDR and the risk register continues to be updated and monitored. With regard to the potential over supply of core stone, settlement of the material is closely monitored.

F. Approvals and Agreements

Port Lands Flood Protection:

- Discussions are underway with 3C Landowners to finalize the License to Construct Agreement. The Agreement is subject to the resolution of various issues some of which require the attention of the City of Toronto
- Agreement with Toronto Hydro related to the design and construction of Hydro Infrastructure
- Federal government has confirmed that WT has satisfied the needs in relation to the duty to consult
- Discussions are ongoing with City of Toronto Heritage Preservation Services regarding heritage buildings on site
- Discussions underway to secure MOECC concurrence with the soil management approach
- Discussions ongoing with Firehall owner and tenant

Cherry Street Lake filling:

- N/A

G. Communications, Public and Stakeholder Relations

A Stakeholder Advisory Committee meeting was held on May 16, 2018. A Construction Liaison Committee meeting was held on June 7, 2018. A Landowner and User Advisory Committee meeting is scheduled for June 27, 2018. Public Meeting has been rescheduled to July 18, 2018. The new project website (PortLandsTO.ca) is now live and includes up-to-date information about construction and design.

First Nations Engagement

- Communications with the Mississaugas of Scugog Island First Nation have been initiated.
- Communications with the Mississaugas of New Credit First Nation continue.

H. Project Contingency Update


The project team is maintaining a list of “credits” and “extras” in relation to the Hard Costs based revised cost estimates versus the original due diligence estimates. Once the 30% design estimates have been confirmed, this list will be updated to a higher level of certainty. At this time a formal update with respect to the amount of contingencies will be provided.

I. Scope Changes


Waterfront Toronto has been requested to consider design and pricing options for works not included in the approved Port Lands Flood Protection budget. Work under review includes:

- Funding contribution towards flood related facilities
- Analysis of Gardiner ramp structures in the sediment management basin


MONTHLY PROJECT STATUS REPORT for May 31, 2018

IDENTIFICATION/ SCOPE	PORT LANDS FLOOD PROTECTION		PFP02-00		CHERRY STREET STORM WATER AND LAKE FILLING PROJECT																				
	PROJECT SCOPE SUMMARY:		The project will create new landmass around the current Essroc Quay through lakefilling. This will stabilize the area shoreline under flood conditions, as the current dockwall on Essroc Quay is old and at a risk of collapsing under flooding conditions. Infilling Essroc Quay is an important element of safely conveying increasing storm and flood waters, although it does not eliminate the flood plain designation in the Port Lands. It will also improve water quality, optimize water and storm infrastructure, and create new naturalized open spaces and aquatic habitat. The project will ultimately form part of the proposed Promontory Park, which is a component of the larger Port Lands Flood Protection project.																						
PERSONNEL	ACCOUNTABLE EXECUTIVE:		David Kusturin		CONSULTANT(S): FIRM			DISCIPLINE(S)			KEY CONTACT(S)														
	WT VP (PROJECT DELIVERY):		Julius Gombos		Michael Van Valkenburgh			Landscape Architecture, Integration			Herb Sweeney														
	WT DIRECTOR (P & D):		Pina Mallozzi		CH2M			Engineer and Prime Consultant			Denise Lacchin														
	WT DIRECTOR (S & M):		Simon Kararm		HDR			Risk Management			Fred Kramer														
	WT DIRECTOR (E):		Don Forbes / Meggen Janes		Hanscomb			Cost Consulting			Richard Acqui														
	TRCA PROJECT MGMT		Ken Dion		Construction Manager			Ellis Don Civil Construction			Jose Cruz														
BUDGET & COST SUMMARY	ITEM		APPROVED BUDGET			COST CONTROL				STATUS															
	Phase	Description	Original Budget	Revisions/ Transfers	Current Budget	Total Committed (Incl. Non Contracted Cost)	Forecast to Complete	Anticipated Final Cost	Variance to Budget	Costs Incurred to Date	% Complete To Date														
		Soft Costs	\$ 7,341,000	\$ -	\$ 7,341,000	\$ 4,698,345	\$ 673,120	\$ 5,371,465	\$ 1,969,535	\$ 2,782,392	52%														
		Hard Costs	\$ 40,800,000	\$ -	\$ 40,800,000	\$ 40,800,000	\$ 8,676,586	\$ 49,476,586	\$ (8,676,586)	\$ 17,355,182	35%														
		Soil Pilot	\$ 375,000	\$ -	\$ 375,000	\$ 353,086	\$ 21,914	\$ 375,000	\$ -	\$ 337,930	90%														
		Project Management	\$ 1,950,000	\$ -	\$ 1,950,000	\$ 726,264	\$ 1,223,736	\$ 1,950,000	\$ -	\$ 624,973	32%														
		Contingency (Design/Soft costs/Const.)	\$ 13,680,118	\$ -	\$ 13,680,118	\$ -	\$ 6,855,022	\$ 6,855,022	\$ 6,825,096	\$ -	0%														
		HST (Non-Recoverable 1.76%)	\$ 853,882	\$ -	\$ 853,882	\$ 799,050	\$ 172,876	\$ 971,927	\$ (118,045)	\$ 330,114	34%														
	TOTAL		\$ 65,000,000	\$ -	\$ 65,000,000	\$ 47,376,745	\$ 17,623,254	\$ 65,000,000	\$ -	\$ 21,430,591	33%														
SCHEDULE SUMMARY	Milestone		Original Target	Revised Target	Actual/ Forecast	Milestone		Original Target	Revised Target	Actual/ Forecast															
	Announcement		14-Sep-16	14-Sep-16	14-Sep-16	Core Stone Placement		31-Jul-18	31-Jul-18																
	Interim Board Approval		25-Oct-16	25-Oct-16	25-Oct-16	Dockwall Construction		31-Aug-18	19-Nov-18																
	Delivery Agreement		2-Jun-17	2-Jun-17	2-Jun-17	Lake Filling		31-Dec-18	31-Dec-18																
	Consultant Procurement		31-Mar-17	31-Mar-17	31-Mar-17	Sewer Diversion		31-Dec-18	31-Dec-18																
	Schematic Design		31-May-17	31-May-17	31-May-17	Revetment		31-Oct-18	31-Oct-18																
	Board of Directors Capital Approval		13-Jun-17	13-Jun-17	13-Jun-17	Aquatic Habitat		31-Oct-18	31-Oct-18																
	Authorities Having Jurisdiction Approvals		23-Aug-17	23-Aug-17	23-Aug-17	Project Completion		31-Mar-19	31-Mar-19																
	Contractor Procurement		20-Sep-17	20-Sep-17	20-Sep-17																				
	Tender Documents		31-Oct-17	31-Oct-17	31-Oct-17																				
	SubTrade Procurement		30-Apr-18	30-Apr-18																					
Notes:																									
CONSTRUCTION SCHEDULE		2017				2018								2019											
	Package	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG
	Core Stone				◆																				
	Dockwall					◆																			
	Lake Filling							◆																	
	Sewer Diversion							◆																	
	Revetment											◆													
	Aquatic Habitat											◆													
	Completion																						◆		

MONTHLY PROJECT STATUS REPORT for May 31, 2018



PORT LANDS FLOOD PROTECTION		PFP02-00	CHERRY STREET STORM WATER AND LAKE FILLING PROJECT	
PROGRESS/WORK ACCOMPLISHED THIS PERIOD			WORK PLANNED FOR NEXT PERIOD	
<div>1. Procurement near completion. Supply of Armour Stone and Laboraty & Testing RFP's have closed.</div> <div>2. Core Stone placement is on-going; 21,000 MT placed in May. 148,000 MT placed to date.</div> <div>3. Lakefilling commenced in Cell 2</div> <div>4. Combi-Wall pipe and sheet pile installation for dockwall at Northeast of Essroc Quay in progress</div>			<div>1. Complete procurement of Tree-Planting/Landscaping.</div> <div>2. Complete Core Stone delivery and placement</div> <div>3. Complete Cell 2 Lakefilling</div>	
SITE PHOTOS: Combi-Wall Installation, Cell 2 Lakefilling, Overall Progress May 2018				
<div></div>				
CRITICAL ISSUES & RISKS			Action By	Date
1. Approval of Lake fill material			ED	Dec-17
2. Fish monitoring results could affect in-water work			ED	Feb-18
LEGEND	Cost		Schedule	
	Forecast to complete more than 10% over budget Forecast to complete within 10% of budget Forecast to complete within budget		Forecast to complete more than six months behind schedule Forecast to complete behind schedule by less than six months Forecast to complete on schedule or before	
	Issue Resolution			
	Outstanding issue resolution is currently delaying project or driving cost overrun in excess of 15%			
	Outstanding issue resolution may cause project delays within next two months			
	Currently no issues likely to critically impact project schedule or ultimate cost			

MONTHLY PROGRAM STATUS REPORT for May 31, 2018

IDENTIFICATION/ SCOPE	PORT LANDS FLOOD PROTECTION		PFP03/04/05/06		PORT LANDS FLOOD PROTECTION AND ENABLING INFRASTRUCTURE						
	PROJECT SCOPE SUMMARY:		290 acres of southeastern downtown Toronto are at risk of flooding from the Don River watershed and cannot be revitalized until they are flood protected. The Port Lands Flood Protection Project will create two new outlets for the Don River – including a wide river valley – that will safely convey flood waters into Lake Ontario, as well as provide new parks, aquatic habitat and infrastructure such as roads, bridges and a transit right-of-way.								
PERSONNEL	ACCOUNTABLE EXECUTIVE:		David Kusturin		CONSULTANT(S): FIRM		DISCIPLINE(S)		KEY CONTACT(S)		
	WT VP (PROJECT DELIVERY):		Julius Gombos		Michael Van Valkenburgh		Parks, River, Program Integration		Herb Sweeney		
	WT DIRECTOR (P & D):		Pina Mallozzi		CH2M		Environmental		Paul Passalent		
	WT DIRECTOR (S & M):		Simon Karam		WSP with DTAH		Roads		Shawn Walters		
	WT DIRECTOR (S&GWM):		Don Forbes		Entuitive with Grimshaw and SBP		Bridges		Michael Meschino		
	TRCA PROJECT MGMT		Ken Dion		Construction Manager		EllisDon Civil Construction		Luc Theberge		
BUDGET & COST SUMMARY	ITEM		APPROVED BUDGET			COST CONTROL				STATUS	
	Phase	Description	Original Budget	Revisions/ Transfers	Current Budget	Total Committed (Incl. Non Contracted Cost)		Forecast to Complete	Anticipated Final Cost	Variance to Budget	Costs Incurred to Date % Complete To Date
		Commissioners St. West to New Cherry St.	\$ 18,000,000.00		\$ 18,000,000.00	\$ 361,473	\$ 17,638,527	\$ 18,000,000.00		\$ 195,714	1.09%
		Commissioners St. East to Saulters St.	\$ 7,000,000.00		\$ 7,000,000.00	\$ 149,931	\$ 6,850,069	\$ 7,000,000.00		\$ 85,444	1.22%
		Cherry Street Re-alignment (North & South of Keating)	\$ 22,000,000.00		\$ 22,000,000.00	\$ 440,920	\$ 21,559,080	\$ 22,000,000.00		\$ 238,751	1.09%
		Don Roadway North	\$ 7,000,000.00		\$ 7,000,000.00	\$ 140,683	\$ 6,859,317	\$ 7,000,000.00		\$ 76,196	1.09%
		Hydro One Integration	\$ 12,000,000.00		\$ 12,000,000.00	\$ 240,401	\$ 11,759,599	\$ 12,000,000.00		\$ 130,243	1.09%
		Site Wide Municipal Infrastructure	\$ 102,000,000.00		\$ 102,000,000.00	\$ 2,082,604	\$ 99,917,396	\$ 102,000,000.00		\$ 1,146,151	1.12%
		Cherry Keating-Cherry Street Bridge North	\$ 55,000,000.00		\$ 55,000,000.00	\$ 2,624,127	\$ 52,375,873	\$ 55,000,000.00		\$ 1,425,594	2.59%
		Cherry Polson-Cherry Street Bridge South	\$ 42,000,000.00		\$ 42,000,000.00	\$ 2,004,169	\$ 39,995,831	\$ 42,000,000.00		\$ 1,072,764	2.55%
		Commissioners Street Bridge/Don Roadway	\$ 43,000,000.00		\$ 43,000,000.00	\$ 2,052,550	\$ 40,947,450	\$ 43,000,000.00		\$ 1,098,448	2.55%
		Lakeshore Road & Rail Bridge Modifications	\$ 19,000,000.00		\$ 19,000,000.00	\$ 906,276	\$ 18,093,724	\$ 19,000,000.00		\$ 489,361	2.58%
		Old Cherry St. Bridge Demolition	\$ 4,000,000.00		\$ 4,000,000.00	\$ 190,537	\$ 3,809,463	\$ 4,000,000.00		\$ 109,347	2.73%
		River Valley System & Don Greenway	\$ 486,000,000.00		\$ 486,000,000.00	\$ 15,601,257	\$ 470,398,743	\$ 486,000,000.00		\$ 10,021,443	2.06%
		Keating Channel Modifications	\$ 35,000,000.00		\$ 35,000,000.00	\$ 881,235	\$ 34,118,765	\$ 35,000,000.00		\$ 516,873	1.48%
		Polson Slip North Side Naturalization	\$ 60,000,000.00		\$ 60,000,000.00	\$ 1,298,219	\$ 58,701,781	\$ 60,000,000.00		\$ 808,059	1.35%
		Don Roadway Valley Wall Feature	\$ 27,000,000.00		\$ 27,000,000.00	\$ 694,968	\$ 26,305,032	\$ 27,000,000.00		\$ 419,337	1.55%
		Eastern Avenue Flood Protection	\$ 5,000,000.00		\$ 5,000,000.00	\$ 124,839	\$ 4,875,161	\$ 5,000,000.00		\$ 72,896	1.46%
		East Harbour Flood Protection Landform	\$ 5,000,000.00		\$ 5,000,000.00	\$ 108,714	\$ 4,891,286	\$ 5,000,000.00		\$ 67,815	1.36%
		Flow Control Weirs	\$ 38,000,000.00		\$ 38,000,000.00	\$ 821,230	\$ 37,178,770	\$ 38,000,000.00		\$ 510,827	1.34%
		Sediment and Debris Management Area	\$ 78,000,000.00		\$ 78,000,000.00	\$ 1,984,768	\$ 76,015,232	\$ 78,000,000.00		\$ 1,170,621	1.50%
		Villiers Island Grading	\$ 28,000,000.00		\$ 28,000,000.00	\$ 711,025	\$ 27,288,975	\$ 28,000,000.00		\$ 418,908	1.50%
		River Park North	\$ 23,000,000.00		\$ 23,000,000.00	\$ 574,784	\$ 22,425,216	\$ 23,000,000.00		\$ 336,915	1.46%
		River Park South	\$ 27,000,000.00		\$ 27,000,000.00	\$ 671,134	\$ 26,328,866	\$ 27,000,000.00		\$ 392,110	1.45%
		Promontory Park South	\$ 42,000,000.00		\$ 42,000,000.00	\$ 1,072,127	\$ 40,927,873	\$ 42,000,000.00		\$ 641,018	1.53%
		TOTAL	\$ 1,185,000,000.00		\$ 1,185,000,000.00	\$ 35,737,973	\$ 1,149,262,027	\$ 1,185,000,000.00	\$ -	\$ 21,444,836	1.81%
	Note: The total committed amount does not include the contract amount for the MVVA assignment. The Contract with MVVA will be executed by June 22.										
	####										
SCHEDULE SUMMARY	Milestone		Original Target	Revised Target	Actual/ Forecast	Milestone		Original Target	Revised Target	Actual/ Forecast	
	Announcement		28-Jun-17		28-Jun-17	Promontory Park & Polson Slip Tender Package		1-Jan-18			
	Interim Board Approval		7-Dec-17		7-Dec-17	River Parks & Valley Tender Package		1-Jun-18			
	Delivery Agreement		31-Mar-18		31-Apr-18	Cherry Street Tender Package - Start Construction		1-Jan-19			
	Consultant Procurement		15-Feb-18		15-Feb-18	Villiers Park & Spillway Tender Package		1-Feb-19			
	Schematic Design (30%)		31-May-18		31-May-18	Don Roadway & Commissioners Street Tender Package		1-Aug-19			
	Board of Directors Capital Approval Soft Cost		29-Mar-18		29-Mar-18	Sediment Management Area Tender Package		1-Jul-20			
	Board of Directors Capital Approval Construction		28-Jun-18			Plug Removal Tender Package		1-Aug-21			
	Award Shallow Excavation Subtrade		30-Jun-18			Keating Channel Tender Package		1-Aug-21			

MONTHLY PROGRAM STATUS REPORT for May 31, 2018

	2018				2019				2020				2021				2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CONSTRUCTION SCHEDULE																				
Package																				
Commissioners St West to New Cherry St																				
Commissioners St East to Saulter St																				
Cherry Street Re-alignment																				
Don Roadway North																				
Hydro One Integration																				
Site Wide Municipal Infrastructure																				
Cherry Keating-Cherry Street Bridge North																				
Cherry Polson-Cherry Street Bridge South																				
Commissioners Street Bridge/Don Roadway																				
Lake Shore Road & Rail Bridge Modifications																				
Old Cherry St Bridge Demolition																				
River Valley System																				
Keating Channel Modifications																				
Polson Slip North Side Naturalization																				
Don Roadway Valley Wall Feature																				
Eastern Avenue Flood Protection																				
East Harbour Flood Protection Landform																				
Flow Control Weirs																				
Sediment and Debris Management Area																				
Villiers Island Grading																				
River Park North																				
River Park South																				
Promontory Park South																				

PORT LANDS FLOOD PROTECTION		PFP01/03/04/05/06/07	PORT LANDS FLOOD PROTECTION AND ENABLING INFRASTRUCTURE	
PROGRESS/WORK ACCOMPLISHED THIS PERIOD			WORK PLANNED FOR NEXT PERIOD	
1.	30 % design and cost estimate has been completed and submitted		1.	Request for capital approval for selected project Hard Costs from the Waterfront Toronto Board of Directors
2.	Project Partnering Meeting held on May 17th, 2018		2.	Prepare procurement package for demolition and shallow excavation of the Phase 1 River area
3.	Stakeholder Advisory meeting was held on May 16, 2018		3.	Present 30% Roads design to Design Review Panel on July 25th, 2018
4.	Review of 30% Schematic Designs by internal project teams and City of Toronto Stakeholders and 3C Landowners		4.	On-going monitoring and control of project risks in accordance with the circulated Risk Register
5.	WT continues with internal staff hiring		5.	Initiate 60 % design phase
SITE PHOTOS/RENDERINGS:				
				
CRITICAL ISSUES & RISKS			Action By	Date
1.	Tenant move-out at properties owned by Create TO		WT/CT	06/31/18
2.	Escalation of Hard (construction) costs based on 30% design		All	06/31/18
3.	Resolution of 3C Lands issues		WT/CoT	7/31/2018
4.	Timely procurement and award of early procurement packages		WT/CoT	7/31/2018
5.	Coordination of sediment management area work with the City's Gardiner realignment project		WT/CoT	7/31/2018
LEGEND	Cost		Schedule	
	Forecast to complete more than 10% over budget		Forecast to complete more than six months behind schedule	
	Forecast to complete within 10% of budget		Forecast to complete behind schedule by less than six months	
	Forecast to complete within budget		Forecast to complete on schedule or before	
	Issue Resolution			
	Outstanding issue resolution is currently delaying project or driving cost overrun in excess of 15%			
Outstanding issue resolution may cause project delays within next two months				
Currently no issues likely to critically impact project schedule or ultimate cost				

Cariaga, Flordeliza (INFC)

From: Simon Karam <SKaram@waterfronttoronto.ca>
Sent: July 6, 2018 4:59 PM
To: TWRC
Cc: Ron Valdez; Mira Shenker; Julius Gombos; David Kusturin
Subject: FW: CSLF Project Progress Shot
Attachments: Cherry20MP18070409523000.jpg; IMG_5263.jpg; DSC_0470.jpg; DSC_0486.jpg

Dear All,

A lot of construction activity has been taking place on the Cherry Street Stormwater and Lakefilling project site and I would like to share some images and details with everyone. I am attaching a shot from the project webcam that shows the site progress as of this week.

I am also attaching a photo that was taken last week from a flight departing the island airport. In that shot, you can see the future shoreline taking shape. The 200-metre linear dockwall is being closed off (NE - top right of photo) and the 300-metre core stone shoreline (W - left) has now also been closed off. This shoreline core is made up of 150,000 tonnes of material brought from a nearby source to site by ocean-going size barges. This quantity would fill up a soccer field with a pile well over 10 meters high.

In these shots, you can see that we have five barges deployed on this project along with tug boats; three of the barges are equipped with large scale equipment and two barges are being used for construction staging. For comparison, it is typical that a decent-size local marine project would have one or two working barges at a time.

You will also notice the fill in the South East (bottom right) cell which had started to arrive from local downtown excavations last month. We have received to date about 4,400 truck loads with an average of 215 trucks arriving per day. We are expecting to require up to 45,000 truck loads that would otherwise go to a disposal facility over the remainder of this year.

I am also attaching few more construction photos. Here's a clip using aerial footage shot as core stone deliveries began earlier this year: <https://portlandsto.ca/multimedia/construction-progress-at-essroc-quay-video/>

This project is expected to be substantially completed early summer 2019. It is also worth noting that this operation is small compared to the rest of the Port Lands project construction, which started earlier this week.

If you would like to use any construction progress images in presentations or on social media, please check in with Mira to get photos and videos that are approved for public use.

If you have any questions or would like more information, feel free to chat with myself or Ron from Colliers who is supporting me as a PM on this project.

Have a Great Weekend,

Simon

simon karam | project director | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | 
 skaram@waterfronttoronto.ca | www.waterfronttoronto.ca

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Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: July 18, 2018 4:42 PM
To: Nassif, Marie-Pier (INFC); Morin, Kathy (INFC)
Subject: FW: Draft Agenda for July 20 IGSC meeting.
Attachments: IGSC Agenda July 20, 2018.docx; Tri-Government Accord.pptx; Item 2 Minutes June 14 2018.docx

Importance: High

Fyi – circulating agenda materials for Friday.

From: Tippins, Shawn (INFC)
Sent: July 18, 2018 4:40 PM
To: 'David Stonehouse' <David.Stonehouse@toronto.ca>; 'Mercer, Carol (MOI)' <Carol.Mercer@ontario.ca>; 'Ren, Wendy (MOI)' <Wendy.Ren@ontario.ca>; 'Edward Chalupka' <[REDACTED]@waterfronttoronto.ca>
Cc: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; 'Andrea Broughton' <[REDACTED]@toronto.ca>
Subject: RE: Draft Agenda for July 20 IGSC meeting.
Importance: High

Hello All:

Re-circulating along with the draft minutes from the June 14 meeting (for consideration under [item 2 of the agenda - Minutes of June 14 Waterfront Toronto meeting on Quayside](#)) and slide presentation that will be considered under [agenda item 5 - Outcomes from July 16 TWG workshop](#). Again, please recirculate as required within your respective organizations.

Many thanks, ST.

Shawn Tippins

Senior Analyst,
Investment, Partnerships and Innovation Branch
Infrastructure Canada / Government of Canada
shawn.tippins@canada.ca / Tel: 613-854-7639

Analyste principal,
Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
shawn.tippins@canada.ca / Tél. : 613-854-7639

From: Tippins, Shawn (INFC)
Sent: July 18, 2018 3:58 PM
To: 'David Stonehouse' <David.Stonehouse@toronto.ca>; 'Mercer, Carol (MOI)' <Carol.Mercer@ontario.ca>; 'Ren, Wendy (MOI)' <Wendy.Ren@ontario.ca>; 'Edward Chalupka' <[REDACTED]@waterfronttoronto.ca>
Cc: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Andrea Broughton <[REDACTED]@toronto.ca>
Subject: Draft Agenda for July 20 IGSC meeting.
Importance: High

Hi All – With apologies for the delay in sending [REDACTED] Please find attached the draft agenda for July 20 IGSC meeting at City Hall. Please re-distribute as necessary on your sides. [REDACTED]
[REDACTED]

Thank you, ST.

Shawn Tippins

Senior Analyst,
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Waterfront Revitalization Initiative – IGSC

Special Meeting on Quayside

July 20, 2018, 12:30 to 2:00

Toronto City Hall, 23rd Floor East Tower

Draft Agenda

1. Welcome
2. Minutes of June 14 Waterfront Toronto meeting on Quayside
3. Comments and questions related to PDA (50 minutes)
4. Quayside public engagement and communications (10 minutes)
5. Outcomes from July 16 TWG workshop (10 minutes)
6. Other business (5 minutes)

Waterfront Toronto to be excused

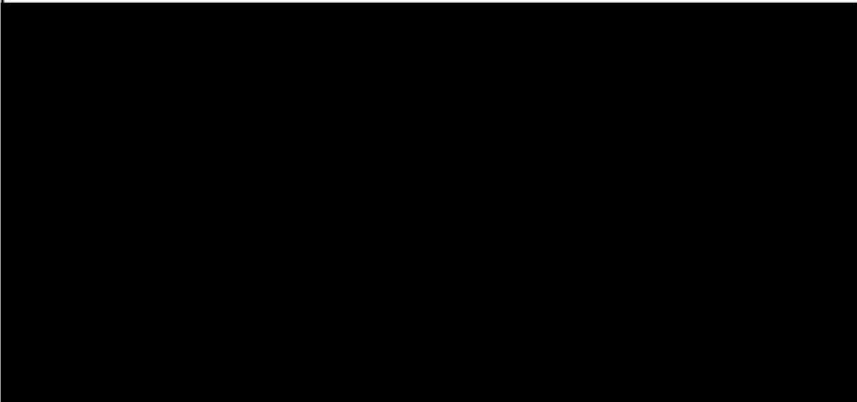
7. In Camera session (15 minutes)

Quayside Executive Steering Committee Meeting Minutes

Thursday June 14th, 2018
11:00 am – 12:30 pm

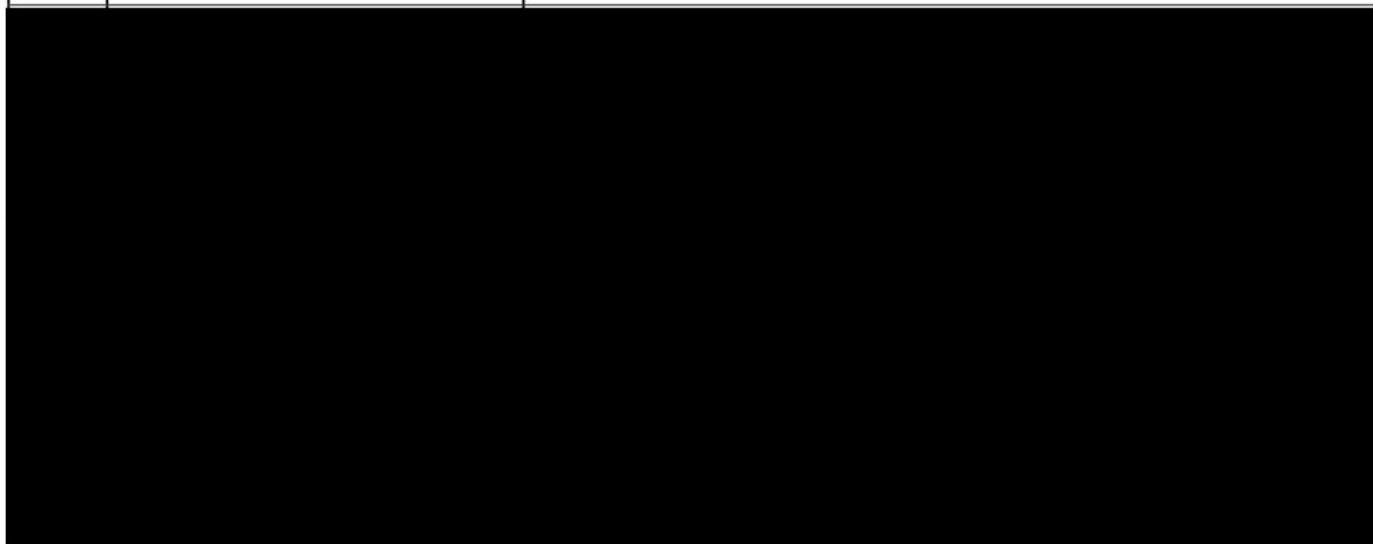
Federal Representatives:	Glenn Campbell, Brooke Simpson, Shawn Tippen
Provincial Representatives:	George Zegarac, Bruce Singbush, Lynn Kekanovich
City of Toronto Representatives:	Giuliana Carbone, Lou Di Gironimo, David Stonehouse, Jayne Naiman, Siri Agrell
Waterfront Toronto Representatives:	Meg Davis (Chair), Julius Gombos, Kristina Verner, Ed Chalupka, Erik Cunningham, Michael Bernstein, Carol Webb,
Sidewalk Labs Representatives:	Josh Sirefman, Micah Lasher, John Brodhead, Lauren Skelly, Habon Ali,

	ITEMS DISCUSSED	
1.	Welcome and Introductions	Will Fleissig opened the meeting with introductions.
2.	Approval of April 20th QESC Minutes	Approved with no amendments.
3.	Governance a) QESC Terms of Reference	Given the overlap and duplication of membership in the Quayside Executive Steering Committee (QESC) with that of the already established Intergovernmental Steering Committee (IGSC) it was agreed by all order of government to integrate and fold the QESC into the IGSC. Glenn Campbell indicated that the federal government wanted to ensure that its role remained strategic and not devolve into operational oversight.

		<p>It was agreed that more frequent meetings of the IGSC would be scheduled (every 6-8 weeks approximately) which would focus on Quayside specific issues.</p> <p>Quayside specific meetings of the IGSC would focus on tri-government co-ordination and communications of relevant policies that impact the Quayside project including, but not limited to:</p> <ul style="list-style-type: none"> • Review initial pilot projects before proposals are formally submitted to approving government regulatory authorities; • Monitor and provide input to the public and stakeholder engagement plan; • Identify input on approval pathways for proposed project innovations; • Review proposed milestones and schedule; • Review and provide input on project-related risk management protocols; <p>Quarterly meetings of the IGSC would be maintained and reserved for discussion of broader Waterfront Toronto issues including Port Lands Flood Protection updates, financial reporting and governance.</p>
4.	<p>Quayside Planned Development Agreement Update</p> <p>a. Process and timeline to receive comments on PDA</p>	<p>Meg Davis indicated that PDA discussions are going well. An updated outline of the PDA approval timelines and expected deliverables was provided. The target approval date by WT's Board of Directors of the PDA is July 31, 2018.</p> <p>The timeline also included a two-week period for government review and comment on the PDA culminating in a QESC/IGSC meeting on July 20th where final comments from governments would be provided.</p> 

		<p>David Stonehouse also acknowledged the tight timelines to review the and suggested wherever possible that sections of the agreement be shared when they are ready and wherever feasible.</p>
5.	Master Innovation and Development Plan (MIDP) Update	<p>The revised timeline for the MIDIP is now post December /early 2019. The draft should not have any surprises for governments as the plan is to continuously engage all orders of government.</p> <p>David Stonehouse The City of Toronto indicated that they would be required to undertake their own public consultation process as well as report to Council on the MIDP and the Quayside project once the plan was received. Given the focus on the budget in January and February at the City and the timing of delivery of the MIDP there may be some challenges with sequencing and timing. It is likely that any staff report would not be for approval of council but for information. That is yet to be determined.</p> <p>Glenn Campbell indicated that the IGSC will have a significant role to play – governments have a role to play in expressing their views and concerns but this should not inhibit the innovation that needs to happen on this project.</p>
6.	Digital Strategy Advisory Committee Update	<p>A 15-member Digital Advisory Panel has been created to help advise WT specifically on data governance and privacy issues. Discussion are ongoing with respect to mandate of the committee and how to operationalize it.</p> <p>The City asked whether the panel was engaging with the city as there are many synergies and potential “good news stories”. WT should make an effort to reach deeper into city departments on this issue. WT indicated that City staff are being engaged and that discussions have occurred with the City CIO, several divisions, including clerks. Representatives from government have also been invited to participate in the panel.</p>

7.	Public Engagement Update	<p>Carol Webb and John Brodhead indicated that it was moving the planned July 11th roundtable – the third in a series - to mid-August. Date to be confirmed. While August is not an ideal time of year it is necessary to continue the consultation process to avoid to large a gap since Roundtable #2 in May.</p> <p>The topics to be covered will be non-controversial in nature, potentially public realm, buildings and streets but TBC.</p> <p>If approved, WT is targeting an early August release of the PDA – shortly after the July 31st Board meeting.</p> <p>A communication roll out strategy for the PDA release is being developed. In addition, an examination of the pros and cons of also releasing the Framework Agreement at the same time or shortly after the PDA is being undertaken.</p> <p>Josh Sirefman reaffirmed that it has no issue with the release of the Framework Agreement.</p> <p>John Brodhead indicated that “307” will be opening June 16th and will feature an open house. 307 is SWL’s new office and experimental workspace that will explore the many ideas and potential technologies that could become part of Quayside. It is an opportunity to engage the public to generate interest in feedback and a venue to generate new ideas form the community and workshop ideas together.</p>
8.	Any other business:	No other business. The meeting moved in camera. SWL was excused from the meeting.





**Pages 25 to 29
are withheld
pursuant to paragraphs
14(1), 18(b), 21(1)(a) and 21(1)(b)
of the *Access to Information Act***

**Les pages 25 à 29
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
14(1), 18(b), 21(1)(a) and 21(1)(b)
de la loi sur l'accès à l'information**

Cariaga, Flordeliza (INFC)

From: David Stonehouse <David.Stonehouse@toronto.ca>
Sent: July 20, 2018 8:47 AM
To: Tippins, Shawn (INFC)
Subject: RE: Intergovernmental Steering Committee (IGSC) - Quayside Working Group

Will do

From: Tippins, Shawn (INFC) [mailto:shawn.tippins@canada.ca]
Sent: July 20, 2018 8:16 AM
To: [REDACTED]@waterfrontoronto.ca; David Stonehouse
Subject: Intergovernmental Steering Committee (IGSC) - Quayside Working Group

Thanks - can you just confirm with me that we are indeed starting at 12:30 and that people should use the dial-in details below? Thx, ST.

Organizer: Dianne McIntyre
When: 12:30 PM - 2:00 PM July 20, 2018
Subject: Intergovernmental Steering Committee (IGSC) - Quayside Working Group
Location: CITY HALL - 23RD FLOOR EAST TOWER LARGE BOARDROOM

Sent from my BlackBerry 10 smartphone on the Rogers network.

Cariaga, Flordeliza (INFC)

From: Morin, Kathy (INFC)
Sent: August 1, 2018 10:01 AM
To: Tippins, Shawn (INFC)
Subject: RE: [MARKETING] Waterfront Toronto and Sidewalk Labs Sign Plan Development Agreement for Quayside

Wow lots going on. [REDACTED]

From: Tippins, Shawn (INFC)
Sent: August 1, 2018 9:34 AM
To: Morin, Kathy (INFC)
Subject: RE: [MARKETING] Waterfront Toronto and Sidewalk Labs Sign Plan Development Agreement for Quayside

Yes – yesterday was pretty busy on the Quayside file. Fyi, attached are comms materials WT sent us on the PDA's release. I also attach the coverage INFC media monitoring has picked up on the announcement, plus INFC comms lines that were developed.

From: Morin, Kathy (INFC)
Sent: August 1, 2018 8:55 AM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: FW: [MARKETING] Waterfront Toronto and Sidewalk Labs Sign Plan Development Agreement for Quayside

Guess you saw this!

From: Soler, Roger (INFC)
Sent: July 31, 2018 4:33 PM
To: Schilt, Daniel (INFC) <daniel.schilt@canada.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>; Matharu, Krishen (INFC) <krishen.matharu@canada.ca>; Coffin, Erin (INFC) <erin.coffin@canada.ca>
Subject: Fw: [MARKETING] Waterfront Toronto and Sidewalk Labs Sign Plan Development Agreement for Quayside

From: Waterfront Toronto <info@waterfronttoronto.ca>
Sent: Tuesday, July 31, 2018 4:10 PM
To: Soler, Roger (INFC)
Reply To: Waterfront Toronto
Subject: [MARKETING] Waterfront Toronto and Sidewalk Labs Sign Plan Development Agreement for Quayside

Waterfront Toronto and Sidewalk Labs Sign Plan Development Agreement for Quayside



Aerial view of the Quayside site looking west towards Toronto's downtown core.

Today, Waterfront Toronto signed and released the Plan Development Agreement (PDA) with Sidewalk Labs, paving the way for an innovative waterfront community plan. The agreement defines and governs the relationship between the two organizations as they jointly create a Master Innovation and Development Plan (MIDP) focused on Quayside.

The PDA is the next step in planning the revitalization of Quayside, located at Lake Shore Boulevard East and Parliament Street in Toronto. It envisions a new kind of mixed-use, complete community by combining forward thinking urban design, new digital technology and other innovative solutions to create a neighbourhood that sets new standards for urban living while supporting Canada's growing cleantech, construction and technology sectors.

The PDA sets out the planning and funding relationship between Waterfront Toronto and Sidewalk Labs, including a budget and joint oversight measures for spending the up to USD \$50M commitment by Sidewalk Labs, outlines shared objectives and principles, and makes clear that there is no transfer of ownership or sale of land as a result of the agreement. The PDA replaces the October 2017 "Framework Agreement" between Waterfront Toronto and

Sidewalk Labs, which was created as a preliminary document.

To learn more about this milestone announcement, including the key elements of the agreement, please [visit our newsroom](#).

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Canada

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Ontario

Canada

www.waterfronttoronto.ca

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: August 21, 2018 9:45 AM
To: Edward Chalupka
Cc: Tippins, Shawn (INFC)
Subject: RE: Proposed agenda for September 6th IGSC.

Good morning Ed – hope you had a great weekend. We’re looking forward to receiving your comments on the [draft agenda](#). If your feedback happens to align with our briefing the ADM at 2pm today that would be doubly appreciated. Failing that, we’re briefing the DM Thursday morning and – to the extent possible - it would be great to have all parties agreeing to a final agenda by that point.

Let me know if you have any questions or concerns.

Best,
Nancy

From: Tippins, Shawn (INFC)
Sent: August 17, 2018 6:22 PM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Cc: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Proposed agenda for September 6th IGSC.
Importance: High

Ed – attached please find a proposed agenda for the September 6th IGSC meeting. Would welcome your comments on this draft agenda – so that we can then circulate it more broadly. Please also note the highlighted annotations - we’d appreciate it if you could give us an indication on which agenda items WT will preparing materials for, and when it may possible to provide them in advance of the IGSC.

Many thanks, ST.

Shawn Tippins

Senior Analyst,
Investment, Partnerships and Innovation Branch
Infrastructure Canada / Government of Canada
shawn.tippins@canada.ca / Tel: 613-854-7639

Analyste principal,

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: August 22, 2018 2:57 PM
To: 'Edward Chalupka'
Subject: RE: are you available for a call now or in the next little while - need 15 mins

██████████ Sure – call me at 613-948-9481

Thx

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: August 22, 2018 2:56 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: are you available for a call now or in the next little while - need 15 mins

██████████

In about 10 mins ? Can I call you ?

Get [Outlook for Android](#)

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Wednesday, August 22, 2018 2:54:14 PM
To: Edward Chalupka
Subject: are you available for a call now or in the next little while - need 15 mins

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
 Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-854-8418

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
 Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-854-8418

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: August 24, 2018 9:15 AM
To: Whitehead, Cam (MOI); Manning, Catalina (MOI)
Cc: Ren, Wendy (MOI); Faraday-Smith, Nancy (INFC)
Subject: DSAP meeting book from August 16th.
Attachments: meeting book - digital strategy advisory panel - meeting _ 3.pdf

Tracking:	Recipient	Delivery
	Whitehead, Cam (MOI)	
	Manning, Catalina (MOI)	
	Ren, Wendy (MOI)	
	Faraday-Smith, Nancy (INFC)	Delivered: 2018-08-24 9:16 AM

Cam, Catalina –

I think on our last call you had expressed interest in the meeting materials from the August 16th DSAP meeting. Attached please find a PDF of the meeting book WT had prepared, which can be downloaded from Board Effect. Cheers, ST.

Shawn Tippins

Senior Analyst,
Investment, Partnerships and Innovation Branch
Infrastructure Canada / Government of Canada
shawn.tippins@canada.ca / Tel: 613-854-7639

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Infrastructure Canada / Gouvernement du Canada
shawn.tippins@canada.ca / Tél. : 613-854-7639



WATERFRONTToronto

DIGITAL STRATEGY ADVISORY PANEL - MEETING # 3

WATERFRONT TORONTO
20 BAY STREET, SUITE 1310
TORONTO, ON, M5J 2N8



WATERFRONToronto

Meeting Book - Digital Strategy Advisory Panel - Meeting # 3

1:00 – 1:15 pm	1. Opening Session		
	a) Welcome & Introductory Remarks		M. Geist
	b) CEO's Remarks		M. Nobrega
1:15 – 1:20 pm	2. Approval of Minutes from Last Meeting	Approval	Panelists
	Draft Minutes 1st meeting of DSAP June 7 2018		
1:20 – 1:50 pm	3. Panel Mandate	Approval	Panelists
	20180427 Digital Strategy Advisory Panel Mandate		
1: 50 – 2:15 pm	4. Panel Workplan	Discussion & Approval	K. Verner/Panelists
	04 - DSAP Mandate 2018 Workplan		
2:15 – 2:30 pm	Break		
2:30 – 3:45 pm	5. Sidewalk Toronto Update:	Discussion	K. Verner/Panelists
	a) Plan Development Agreement Schedules		
	b) Responsible Data Use Framework		
	c) Process Moving Forward		
	PDA July 31 Fully Executed		
	Sidewalk Toronto Responsible Data Use Framework		
3:45 - 4:00 pm	6. Other Business		Panelists
4:00pm	7. Adjournment		Panelists

**MINUTES of the 1st meeting of the Digital Strategy Advisory Panel of the
Toronto Waterfront Revitalization Corporation
20 Bay Street, Suite 1310, Toronto, Ontario
Thursday, June 7, 2018 at 11:00 a.m.**

PRESENT: Michael Geist (Chair)
Alaina Aston
Andrew Clement
Dave Dame
Charles Finley
Darin Graham
Kurtis McBride
Saadia Muzaffar
Teresa Scassa
Jutta Treviranus
Mark Wilson

VIA PHONE Kevin Tuer

ABSENT: Carlo Ratti
Pamela Robinson (travelling with the Sidewalk Toronto Fellows)
John Ruffolo

IN ATTENDANCE Will Fleissig (President & CEO, Waterfront Toronto)
Meg Davis (Chief Development Officer, Waterfront Toronto)
Marisa Piattelli (Chief Strategy Officer, Waterfront Toronto)
Kristina Verner (Vice President IS&P, Waterfront Toronto)
Ian Beverley (General Counsel, Waterfront Toronto)
Sameer Akhtar (Senior Legal Counsel, Waterfront Toronto)
Claudia Landres-Hansen (Admin Assistant, Waterfront Toronto)
Chantal Bernier (External Legal Counsel, Dentons)
George Takash (External Legal Counsel, McCarthy-Tétrault)
Emma Greer (Carlo Ratti Associate)

The Chair, Michael Geist called the meeting to order at 11:00 a.m. with the consent of Panel Members.

Michael Geist declared that, in accordance with the Waterfront Toronto Digital Strategy Advisory Panel Mandate and Operating Protocol ("DSAP Mandate"), a quorum of Panel Members was present. The Chair called the meeting to order at 11:00am.

1. Meeting Agenda

ON MOTION duly made by Mark Wilson, seconded by Charles Finley and carried, it was **RESOLVED** that the Meeting Agenda was approved subject to the removal of Item 5 (Closed Session).

2. Opening Session

Will Fleissig and Michael Geist took turns in welcoming everyone to the first meeting of the Waterfront Toronto Digital Strategy Advisory Panel (the “Panel” or “DSAP”) the panelists to the day’s meeting. Will Fleissig expressed gratitude, on behalf of Waterfront Toronto, to the Panel members for taking the time to attend the meeting.

Panelists and other attendees introduced themselves.

3. Declaration of Conflicts of Interest

Jutta Treviranus advised that OCAD University signed an MOU with Sidewalk Labs on inclusive design research.

Emma Greer (on behalf of Carlo Ratti) advised on working on several projects with Sidewalk Labs that will be showcased at their offices at 307.

Darin Graham advised that he lives in the Designated Waterfront Area.

Charles Findley advised that IBI Group bids on RFPs for Waterfront Toronto from time to time. However, there is no active contract currently underway to the best of his knowledge.

Kurtis McBride advised that Miovision does business with the City of Toronto, a government stakeholder of the Corporation.

4. Process and Governance issues

The following sub-agenda items were discussed:

- a) Open meeting protocols
- b) Directors insurance
- c) Code of conduct
- d) Mandate

e) Meeting Scheduling & Workplan

Mandate

- The Panel is advisory to Waterfront Toronto Management.
- The Panelists are not authorized to speak on behalf of the Corporation or the Panel but are not precluded from speaking on non-Panel matters in other forums as long as they don't do so as representatives of the Corporation or the Panel.

Governance matters:

The following topics were raised and discussed:

- All meetings are open to the public except when in closed session, as provided for under Waterfront Toronto's By-Law No. 2.
- Ian Beverly extended an invitation to review the Freedom of Information policy on the website (<https://bit.ly/2P43ZKE>) so panelists were aware of what materials were subject to the Corporation's FOI policy.
- The matter of confidentiality both in terms of the Code of Conduct and the NDA were discussed. Closed session matters are confidential. The NDA is personal to the Panelist- information cannot be disclosed to the organization the Panelist works for.
- Although they are neither directors or officers of the Corporation, the Panel members will be covered by the Corporation's Directors' and Officers' Liability insurance if they sign the Indemnity Agreement.
- All potential conflicts should be put on the record proactively to deal with future conflict issues.
- The Code includes provisions relating to real estate interests in the Designated Waterfront Area.
- Panelists were asked to forward further suggestions and questions to Sameer Akhtar.

Roadmap and Workplan

Kristina Verner made a high-level road map presentation, introducing the anticipated flow of topics to be discussed.

A more detailed workplan will be presented at the next session.

5. Waterfront Toronto Overview

Marisa Piattelli provided background to Waterfront Toronto and the projects it has done.

6. Sidewalk Toronto Overview by Meg Davis and Josh Sirefman

a) Overview of partnership

Meg Davis introduced Quayside as a Waterfront Toronto owned property as well as a small portion of City owned land. Both Meg Davis and Josh Sirefman covered their respective organizations interests in engaging in the planning and development of Quayside, specifically the shared interest around innovation and sustainability.

Mr. Sirefman further discussed Sidewalk Labs as a company that is addressing the urbanist/technologist divide, which also carries core principals of not using technology without meaningful purpose and addressing the important elements of privacy as well as open standards.

Alaina Aston enquired about the business model of Sidewalk Labs as well as the general interest of Alphabet. Josh Sirefman explained that the business model is developing concurrently with project work.

Craig Nevill-Manning, Head of Engineering at Sidewalk Labs, delivered a presentation on creating the standard to create the benchmark for future development. He emphasized that data collection was not the goal of the project and the need to demonstrate a connection between data collection and an improved quality of life.

b) Responsible Data Use Framework

Alyssa Harvey-Dawson, General Counsel and Head of Legal, Privacy and Data Governance at Sidewalk Labs and Craig Nevill-Manning spoke of four areas grounded into the core principles for data handling which she stated were privacy, stewardship, access and security

Examples of this data collection were given, such as pothole detection and garbage volume monitoring, which at first mention, do not have significant privacy implications and can help the City understand whether to direct resources to certain areas. They emphasized the importance of the Digital Strategy Advisory Panel for ensuring that privacy implications are thoroughly considered through a critical lens.

Ms. Harvey-Dawson discussed the importance of aggregating data to avoid any privacy implications and explained the legal obligation to handle and use data responsibly. Once again this was linked to all data collection being in support of tangible results and beneficial purposes.

Lauren Reid, Director, Privacy and Data Governance for Sidewalk Labs, continued the conversation on the importance of responsibly handling data that can potentially impact people, and Canada's role in modelling itself on responsible innovation development. Further, she emphasized that there is a limited window of time to addressing these issues properly from ground up to find meaningful solutions.

The notion of defining "we" was addressed and who this is referring to when in slides and discussion. Ms. Harvey-Dawson noted that "we", is meant to be anyone (Sidewalk Labs, Waterfront Toronto, private corporations, Canadian tech, City Planners etc.), who can benefit from this data. It was agreed that "we" is confusing, and until products and policy are created this question will remain up in the air, but will need to be properly identified as the project continues

Concerns over the Sidewalk Labs branding and proprietary disclaimer on presentation slides was expressed by Andrew Clement. Ms. Harvey-Dawson acknowledged that this should be revised for future use.

Will Fleissig spoke to the requirement for continued coordination with all levels of government as the project evolves. He further explained that Waterfront Toronto is within arm's reach of Government/Council, but their separation exists as they are not supposed to be part of the same process (segregation of duty).

c) Working thoughts on data governance

Potential complications and risks involved with data use and data-driven decisions were discussed. Specifically, how do you address people and populations that are not represented in data collected from a decision-making standpoint? There are certain economic and cultural implications that can arise from this divide. Further, that these risks are amplified when if decisions are connected to automation and artificial intelligence.

Ms. Reid spoke to the artificial intelligence discussion as something that should be tabled for later, and that the conversation of data ethics, and building a process that constantly checks and coordinates with Canadian values and Toronto's diversity should be the top priority.

Issues of open standards were addressed as a precursor to prevent against monopolization. The need to assess the value of data and how the value is shared by both the public sector to the private sector was discussed. Concerns over vendor lock-in and proprietary solutions were also expressed.

John Whitrock, an engineer with Sidewalk Labs, spoke to the importance of creating the conditions for open innovation. He noted that this can only be done with participation from all stakeholder.

It was stated that Sidewalk Toronto will welcome third party audits and standards, to create the open digital infrastructure with best in-class security.

Mr. Clement raised a concern regarding the need to address the notion of surveillance infrastructure in terms of the solutions being implemented, and the tremendous amount of data sharing that is currently conducted without consent. Function creep is a concern that may develop over time, and the longevity of these standards need to be addressed. Ann Cavoukian, an advisor to Sidewalk Labs, discussed the use of strong de-identification tools at source, ones which reduce the reidentification to less than 0.3%.

7. **Panelists feedback to Sidewalk Toronto**

Panelists suggested greater clarity about which entity is being referred to when terms such as “we” are used.

Panelists reinforced the need to avoid data monopolization. Panelists expressed a desire to ensure that publicly funded data infrastructure not disproportionately benefit the private sector. There was also recognition that this project will require that the way data is handled, collected, will push the envelope in terms of the existing policy frameworks, and policy innovation is a key area that this project could have a positive impact.

7. **Panelist closing thoughts**

A round table opportunity was provided for Panelists to provide their initial reflections on the meeting. Generally, it was expressed that these were strong opening discussions and debates around these important topics. There are still many areas that need more information to be able to address them most effectively, but it was recognized that the Panel has a unique opportunity to meaningfully advance the work being done in these areas. It was also noted that there is a need for diligence to ensure Toronto’s full diversity will be accounted for in decisions.

8. **Termination of the Meeting**

There being no further business, **ON MOTION**, duly made by Michael Geist, seconded Mark Wilson and carried, it was **RESOLVED** that the meeting be terminated at 16:07 p.m. local time.



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WATERFRONT TORONTO

DIGITAL STRATEGY ADVISORY PANEL

MANDATE AND OPERATING PROTOCOLS

1.0 BACKGROUND AND MISSION

Toronto Waterfront Revitalization Corporation (Waterfront Toronto) recognizes the importance of policy development and digital governance issues involved with its innovation and intelligent community initiatives. Waterfront Toronto is committed to working closely with government stakeholders, the public, academia and industry experts to establish and maintain the required policy and accountability frameworks that will be critical to the success of these initiatives.

1.1 Background

The Waterfront Toronto Digital Strategy Advisory Panel (the Panel) was formed in 2018 by Waterfront Toronto as an independent body to guide and inform the revitalization of the Toronto waterfront on issues of digital governance. The Panel is advisory to Waterfront Toronto management.

1.2 Mission Statement

The mission of the Panel is to provide objective, professional advice to ensure that ethical use of technology, accountability, transparency, protection of personal privacy, data governance, cyber security together with the opportunity for broad and equitable benefits to be accrued from the intellectual property and data, are addressed in a robust way to encourage innovation and economic development and preserve the public good.

2.0 PANEL COMPOSITION

2.1 Scope

Panel members are expected to advise Waterfront Toronto on matters related to the following scope, which may be expanded as new initiatives come forward:

- Ethical Use of Technology
- Privacy
- Cybersecurity
- Data Governance
- Intellectual Property
- Shared Benefits/Business Models
- Commercial and Operating Agreements
- IT Architecture and Platforms

(Collectively, “**Digital Strategy**”)

2.2 Panel Members

The Panel will consist of at least eight (8) individuals who are recognized as leaders or experts in their fields and are from a cross-section of society. The Panel will aim to include members with relevant experience drawn from the following groups or sectors:

- early stage companies or venture capital
- the civic technology space
- the Bar of Ontario or other jurisdiction
- larger companies
- academia
- government or public sector (including regulatory authorities)
- the broader community
- other representation considered appropriate from time to time.

2.3 Quorum

To ensure a fair and consistent review process, a quorum of 50% of appointed Panel members will be required for any Panel to convene.

If Panel members who are in attendance have a conflict of interest for a particular matter and must recuse themselves for that item, they shall still be counted for purposes of quorum for the Panel meeting.

2.4 Designees

The Waterfront Toronto CEO will appoint one Representative to the Panel, who is the primary point of contact between the Panel and Waterfront Toronto but is not a member of the Panel. The Waterfront Toronto Representative (or their designated staff) will be responsible for managing the administrative operations of the Panel, as well as setting the agenda for each Panel meeting in consultation with the Chair. The Representative will also be responsible for producing minutes of the meetings, which will become the official record of the Panel's deliberations and decisions, upon their review and approval by the Panel.

2.5 Selection of Members

Appointment of Panel members will take into consideration the individual's qualifications and demonstrated capabilities in relationship to Digital Strategy, their representation of segments of society, and other criteria determined by Waterfront Toronto from time to time.

The inaugural panel will be appointed by Waterfront Toronto.

As vacancies arise, Waterfront Toronto will solicit applications from qualified individuals. Panel members will be appointed by Waterfront Toronto in consultation with the Chair of the Panel.

2.6 Appointment of Panel Chair and Vice Chair

The Chair and Vice Chair of the Panel will be appointed by Waterfront Toronto from the members of the Panel. In the event that the Chair is not able to attend a Panel meeting, the Vice Chair will lead the meeting.

2.7 Duration of Appointments

Members will be appointed for terms of up to two years, subject to any earlier termination by Waterfront Toronto and may be re-appointed up to three times at the discretion of Waterfront Toronto, in consultation with the Panel Chair.

2.8 Attendance

Panel Members are expected to make best efforts to attend all Panel meetings throughout the year in person or, when appropriate, through fully-functioning video conferencing. Panel members may not miss more than two (2) consecutive meetings or more than three (3) meetings per year, or they may be removed from the Panel by Waterfront Toronto.

2.9 Compensation

Panel members will be compensated in the form of a per-meeting fee, as determined by Waterfront Toronto.

Travel expenses for those members residing outside of the GTA are reimbursed at a rate consistent with Waterfront Toronto's expense reimbursement policies and will be set out in writing at the time of appointment.

Panel members are not employees of Waterfront Toronto.

2.10 Indemnification

Panel members will be entitled to be indemnified by Waterfront Toronto, as permitted by law, for their actions as members of the Panel which will be supported by Waterfront Toronto's Directors' and Officers' Liability Insurance program.

2.11 Code of Conduct, Conflict of Interest and other Policies

Panel members will be required to comply with relevant Waterfront Toronto policies, including the Panel Code of Conduct and Conflict of Interest Procedures, and provide annual written certification of such compliance.

2.12 Confidentiality

As indicated in the Panel Code of Conduct and Conflict of Interest Procedures, Panel members will have a duty of confidentiality with respect to the activities and discussions of the Panel and any confidential information received in the course of their involvement with the Panel. Panel members will sign such documents and do such things as may reasonably be requested by Waterfront Toronto for purposes of maintaining confidentiality.

2.13 Board Liaison

A Board Liaison will be selected to serve as the primary point of contact between the Board and the Panel and will meet with Panel Chair on at least a quarterly basis. The Board Liaison is not a member of the Panel.

3.0 ROLES AND RESPONSIBILITIES

3.1 Policy Development

The Panel is formed, initially, to advise on developing policies and to make recommendations to Waterfront Toronto concerning Digital Strategy related to the Sidewalk Toronto initiative.

The Panel may provide advice relating to other initiatives that are consistent with the mandate of Waterfront Toronto, as set out in the *Toronto Waterfront Revitalization Corporation Act*, 2002, and that are within the Designated Waterfront Area.

3.2 Project Reviews

The Panel is expected to review a wide range of projects and initiatives, including:

- Telecommunications network proposals (including, but not limited to, fibre deployments, 5G deployments, public WiFi, etc.)
- Sensor deployments and other data-gathering efforts
- Infrastructure software, including middleware and identity management systems
- Waterfront-wide and location specific digital applications
- Pilot initiatives of new/emerging technologies

3.3 Other Activities

In addition to project reviews, the Panel will act as an advisor to Waterfront Toronto on related issues, such as requests for proposals, innovation procurement, contracts and scopes of work, charrettes and workshops, pilots and temporary installations or events. The Panel may provide advice in the following areas:

3.3.1 Review of related initiatives applications circulated by other stakeholders

The Panel may be asked to review relevant digital initiatives being considered for implementation in the Designated Waterfront Area by government stakeholders.

3.3.2 Advice on proposal calls

The Panel will provide advice to Waterfront Toronto on the innovation/digital/data components of requests for proposals calls, either as part of the initial developer selection process or upon selection of a development team, as requested.

3.3.3 Knowledge Sharing

Waterfront Toronto may bring information items, such as corporate strategies and communications plans, to the Panel for their information and/or review as deemed appropriate by Waterfront Toronto staff. Similarly, Panel members may share information items, such as the results of work they have been involved in, with the Waterfront Toronto for consideration in its policies and long-range visioning.

3.4 Conditions and Limitations

The critical input, comments and recommendations of the Panel are not binding on Waterfront Toronto. The Panel will provide recommendations to Waterfront Toronto for consideration in their decision-making process.

While the Panel may make suggestions and offer guidance on issues, it is not intended to generate alternative plans or solutions of its own. The Panel should in no way produce proposals in competition with those being prepared by other consultants and/or partners of Waterfront Toronto.

Waterfront Toronto shall not ask the Panel to act as a pro-bono consulting service, either for original work or to fill in gaps in the work of others.

The Panel is expected perform their work in a timely and appropriate manner that facilitates the work of Waterfront Toronto.

3.5 Administration

Waterfront Toronto will provide administrative support for the Panel. Waterfront Toronto will ensure that minutes and reports are drafted and circulated in a timely manner.

The activities of the Panel are funded by Waterfront Toronto. This includes administrative costs associated with: renting meeting space and equipment; producing materials for review sessions; travel and related expenses for out-of-town members of the Panel or invited guests; advertising of meeting times and locations; and administrative activities associated with writing meeting minutes, reports, letters, etc. on behalf of the Panel. Any expenditures relating to the Panel's activities will require prior approval by Waterfront Toronto through the Representative.

3.6 Meetings

3.6.1 Public Meetings

Except as provided in Section 3.6.2, meetings of the Panel shall be open to the public.

3.6.2 Closed Meeting Matters

Section 6.1 of By-Law No. 2 of Waterfront Toronto, (as it may be amended from time to time) applies to meetings of the Panel, with necessary modifications.

The Panel is permitted to conduct portions of its meetings in closed session (where members of the public are not present) only in circumstances where Section 6.1 of By-Law No. 2 would permit meetings of Waterfront Toronto to be held in closed session. These circumstances include where the subject matter being addressed by the Panel involves any of the following:

- (a) The security of the property of Waterfront Toronto;
- (b) Personal matters about an identifiable individual, including Panel members or employees of Waterfront Toronto;
- (c) A proposed or pending acquisition or disposition of land;
- (d) Labour relations or employee negotiations;
- (e) Litigation or potential litigation, including matters before administrative tribunals, affecting the Panel, or the Corporation;
- (f) Advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (g) Educating or training of the Panel if, at the Meeting, no Panel member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the Panel;
- (h) Any matter in respect of which Waterfront Toronto is authorized under legislation other than the Act to conduct a Meeting or a portion of a Meeting on a closed basis;
- (i) Information explicitly supplied in confidence to Waterfront Toronto or to the Panel by Canada, a province or territory, a municipal government or an agency of any of them;
- (j) A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to Waterfront Toronto or to the Panel, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

- (k) A trade secret or scientific, technical, commercial or financial information that belongs to Waterfront Toronto and has monetary value or potential monetary value;
- (l) A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of Waterfront Toronto;
- (m) The consideration of whether any subject matter involves a matter referred to in (a) to (l) and whether to exclude the Public from the discussion of such matters; or
- (n) A request under the Waterfront Toronto's Freedom of Information Policy, or under any applicable freedom of information legislation that may apply to Waterfront Toronto or any similar policy or legislation that may apply to the Panel.

Scheduled meetings will be posted on Waterfront Toronto's website, and meeting locations will be selected to accommodate members of the public. The public will not participate in the review process discussion unless specifically requested to do so by the Chair.

4.0 RECORDING AND REPORTING OF PROCEEDINGS

Official written records will be made of all public Panel proceedings. The primary vehicle for recording the proceedings will be meeting minutes. However, the Panel may also write letters with specific recommendations for Waterfront Toronto.

4.1 Meeting minutes

Published meeting minutes will serve as the official record of the Panel's deliberations. The minutes will be structured as a reference guide to issues and/or decisions made at the meeting, not a transcription of the proceedings.

4.2 Letters to Waterfront Toronto

The Panel may choose to submit specific comments, recommendations, or concerns to Waterfront Toronto management staff or the Board Liaison in writing when it deems necessary. Similarly, Waterfront Toronto management staff or the Board Liaison may request comments, recommendations or clarifications of the Panel in writing when it feels it is in the best interests of Waterfront Toronto to do so.

5.0 COMMUNICATIONS AND MEDIA RELATIONS

The spokesperson for the Panel is the Panel Chair. No other Panel members should have direct contact with the media regarding the Panel, except in the instance where they are asked to clarify a comment made during the public meeting or directed to do so by Waterfront Toronto staff.

From time to time, Waterfront Toronto may be called on to clarify or comment on issues before the Panel. In that case, only the President and CEO, the Vice President of Innovation, Sustainability & Prosperity, and the Vice President of Communications and Public Engagement at Waterfront Toronto will be available for comment.

Only these spokespeople will participate in any discussions with regard to the Panel outside of the formal Panel meetings.

To ensure clarity in the work and communication of the work of the Panel to the public and to governments, Panel members will seek to coordinate any public comments that they may wish to make on matters relating to the work of the Panel with the Panel in advance.

Panel members are not permitted to engage with interested parties outside of the formal Panel review process, and likewise, Proponents are not permitted to engage with Panel members outside of the Panel review process, on any matters related to projects coming before the Panel. No Panel member may make representations on behalf of the Panel or Waterfront Toronto, without the prior consent of the Panel and Waterfront Toronto.

6.0 CONFLICT OF INTEREST PROCEDURES

Because of its public mandate, it is critically important that Waterfront Toronto preserve public confidence, trust and accountability. Accordingly, Waterfront Toronto expects that it, and all persons dealing with Waterfront Toronto in any manner, will conduct themselves in accordance with principles of fair and honest dealings and in the absence of actual or perceived Conflicts of Interest. Panel members are expected to meet both the letter and the spirit of the Conflict Procedures.

6.1 Definitions

For the purpose of these Conflict Procedures:

- (a) "Conflict of Interest" means any personal or pecuniary interest, condition, connection, relationship, activity or circumstances as a result of which you are or might reasonably appear to be unable or potentially unable to provide an impartial and objective opinion, recommendation or assessment of facts in any circumstance and includes any other circumstance in which your individual interests might be taken to conflict with your duties to Waterfront Toronto.
- (b) A "Material Interest" exists in any case in which a reasonable, well-informed person might fairly conclude that a person's interest in another entity or organization could affect the person's performance of a duty on behalf of Waterfront Toronto.

6.2 Conflict of Interest

You are responsible for taking all appropriate action to prevent a real, potential or apparent Conflict of Interest when carrying out your duties as a

Panel member.

You are required to make full and timely disclosure with respect to any potential Conflict of Interest. Conflicts of Interest may arise because you:

- (i) are a party to a contract, proposed contract, project, proposed project or relationship with Waterfront Toronto;
- (ii) are a party to a contract, proposed contract, project, proposed project or relationship with a third party who has or seeks a contractual relationship with Waterfront Toronto;
- (iii) are a director or officer of any entity or organization that is a party to a contract, proposed contract, project, proposed project or relationship with Waterfront Toronto;
- (iv) hold a Material Interest in any entity or organization that is a party to a contract, proposed contract, project, proposed project or relationship with Waterfront Toronto; or
- (v) have any other interest that might be perceived as creating a conflict with your duty to act solely in the best interests of Waterfront Toronto.

6.2.1 Material Effect

If, in the opinion of the Panel Chair, a Conflict of Interest may exist in principle, but it is not of such a nature as might be likely to have or fairly be perceived to have any material effect on the execution of your duties as a Panel member, the Panel Chair may permit the condition to continue on such terms and conditions as may be specified. Any permission of this sort must be in writing, or properly recorded in relevant meeting minutes, to be effective.

6.2.2 Suspected Conflicts of Interest

All reported or suspected Conflicts of Interest will be investigated initially by the Panel Chair. In order to resolve the matter, the Panel Chair may seek the advice of any or all of the Waterfront Toronto Representative, the Ethics Advisor and internal and external counsel. If it is determined that a Conflict of Interest exists, the conflicted Panel Member will be notified immediately by the Panel Chair.

6.2.3 Participation in the Panel Review

You may not participate in any aspect of the review of a contract, proposed contract, project, proposed project, matter or relationship with which you have a Conflict of Interest (subject to any permission granted under section 6.2.1).

6.2.4 Attendance at Panel Meetings

You may not attend any of the portions of a Panel meeting during which any contract, proposed contract, project, proposed project, matter or relationship with which you have a Conflict of Interest is being reviewed (subject to any permission granted under section 6.2.1). Conflicted Panel Members must leave the room until the review of the item is concluded.

6.3 Breach of Conflict of Interest Procedures

Any breach of these Conflict Procedures will be treated very seriously and

may result in removal from the Panel or other necessary action being taken.

6.4 Where to Seek Clarification

If you require advice on a potential conflict, or if you suspect improper activities, you should seek clarification from the Panel Chair. In addition, the Ethics Advisor and Waterfront Toronto's internal and external legal counsel are available to speak with you, at the expense of Waterfront Toronto, about the Conflict Procedures and how they apply to you.

6.5 Examples of Potential Conflicts of Interest that Should be Disclosed

Relevant Conflicts of Interest include legal conflicts, business conflicts, personal and relationship conflicts and any other circumstances as a result of which the public may lose confidence in the Panel or Waterfront Toronto.

The following are examples of potential Conflicts of Interest:

- Influencing a decision of the Panel with respect to a company or firm in which the Panel Member, a member of his or her immediate family or a person with whom there exists, or has recently existed, an intimate personal relationship, has a financial interest.
- Accepting gifts, benefits or favours from individuals or firms involved, in any way, in presentations to the Panel, with the exception of minor gifts as token courtesies.
- Using for personal gain, or advantage of any kind, any information acquired as a result of the Panel Member's activities on the Panel which is not available to the general public;

These examples are not exhaustive.

7.0 REVIEW PROCEDURES AND POLICIES HANDBOOK

Waterfront Toronto may develop a Review Procedures and Policies Handbook that provides further direction on the types of projects to be reviewed, the specific issue areas to be considered in those reviews, as well as the structure of the review process itself. If developed, the Panel will adopt such a Review Procedures and Policies Handbook. The Review Handbook may be updated from time to time to reflect evolving practices of the Panel.

WATERFRONT TORONTO
Digital Strategy Advisory Group Work Plan – 2018-Q1 2019
- DRAFT - FOR DISCUSSION - AUGUST 16, 2018 -

1. Background & Mission

Toronto Waterfront Revitalization Corporation (Waterfront) recognizes the importance of policy development and digital governance issues involved with its innovation and intelligent community initiatives. Waterfront Toronto is committed to working closely with government stakeholders, the public, academia and industry experts to establish and maintain the required policy and accountability frameworks that will be critical to the success of these initiatives.

1.1 Background

The Waterfront Toronto Digital Strategy Advisory Panel (the Panel) was formed in 2018 by Waterfront Toronto as an independent body to guide and inform the revitalization of the Toronto waterfront on issues of digital governance. The Panel is advisory to Waterfront Toronto management.

1.2 Mission Statement

The mission of the Panel is to provide objective, professional advice to ensure that ethical use of technology, accountability, transparency, protection of personal privacy, data governance, cyber security together with the opportunity for broad and equitable benefits to be accrued from the intellectual property and data, are addressed in a robust way to encourage innovation and economic development and preserve the public good.

WATERFRONT TORONTO
Finance, Audit and Risk Management Committee Work Plan – 2017

DSAP Panel Mandate:	Aug 16/18	Oct 18/18	Dec 13/18	Jan 17/19	As required
Note: Open Session Items are in blue, potential closed session items are in red. TBD or combined open/closed items are in purple.					
(i) At least annually prior to March 31, review and approve the overall scope of the work plan for the panel.	Approve initial mandate Review Work Plan	Approve Work Plan through January, 2019			X
Policy Development					
(i) The Panel is formed, initially, to advise on developing policies and to make recommendations to Waterfront Toronto concerning Digital Strategy related to the Sidewalk Toronto initiative.	PDA Policy Discussion & MIDP guidance	Initial discussion on MIDP components	Initial discussion on MIDP content	Continued discussion and recommendations re: MIDP content	
(ii) The Panel may provide advice relating to other initiatives that are consistent with the mandate of Waterfront Toronto, as set out in the Toronto Waterfront Revitalization Corporation Act, 2002, and that are within the Designated Waterfront Area.					X
Project Reviews					
The Panel is expected to review a wide range of projects and initiatives, including: <ul style="list-style-type: none"> • Telecommunications network proposals (including, but not limited to, fibre deployments, 5G deployments, public WiFi, etc. • Sensor deployments and other data-gathering efforts • Infrastructure software, including middleware and identity management systems • Waterfront-wide and location specific digital applications • Pilot initiatives of new/emerging technologies 		Product deputations from SWL and affiliates.	Product deputations from SWL and affiliates.		X

WATERFRONT TORONTO
Finance, Audit and Risk Management Committee Work Plan – 2017

<p>Other Activities</p> <p>In addition to project reviews, the Panel will act as an advisor to Waterfront Toronto on related issues, such as requests for proposals, innovation procurement, contracts and scopes of work, charrettes and workshops, pilots and temporary installations or events. The Panel may provide advice in the following areas:</p>					
<p>(ii) Review of related initiatives applications circulated by other stakeholders The Panel may be asked to review relevant digital initiatives being considered for implementation in the Designated Waterfront Area by government stakeholders.</p>	<p>Direction re: Civic Labs</p>	<p>Review of Report from October Civic Lab - Discussion re: future Labs</p>	<p>Review of Report from November & December Civic Labs -</p>		<p>X</p>
<p>(iii) Advice on proposal calls The Panel will provide advice to Waterfront Toronto on the innovation/digital/data components of requests for proposals calls, either as part of the initial developer selection process or upon selection of a development team, as requested.</p>					<p>X</p>
<p>(iv) Knowledge Sharing Waterfront Toronto may bring information items, such as corporate strategies and communications plans, to the Panel for their information and/or review as deemed appropriate by Waterfront Toronto staff. Similarly, Panel members may share information items, such as the results of work they have been involved in, with the Waterfront Toronto for consideration in its policies and long-range visioning.</p>	<p>Direction re: White Paper Series</p>				<p>X</p>

PLAN DEVELOPMENT AGREEMENT

BETWEEN

TORONTO WATERFRONT REVITALIZATION CORPORATION

AND

SIDEWALK LABS LLC

DATED the 31st day of July, 2018

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THIS PLAN DEVELOPMENT AGREEMENT is made and effective as of the 31st day of July, 2018 (the “**Effective Date**”).

BETWEEN:

TORONTO WATERFRONT REVITALIZATION CORPORATION

(“**Waterfront Toronto**”)

- and -

SIDEWALK LABS LLC

(“**Sidewalk Labs**”)

WHEREAS:

- A. Sidewalk Labs and Waterfront Toronto wish to enter into this Agreement, among other reasons, to establish a roadmap for the planning phase of the Project involving the preparation and creation of a Master Innovation and Development Plan for the Project (the “**Master Innovation and Development Plan**” or “**MIDP**”).
- B. Because this Agreement reflects greater clarity and refinement of thinking about the Project than the Parties had the benefit of at the time they began their collaboration, this Agreement shall replace and supersede the Framework Agreement, dated as of October 16, 2017, by and among Sidewalk Labs, Sidewalk Toronto, Limited Partnership and Waterfront Toronto (the “**Framework Agreement**”), in its entirety.

NOW THEREFORE, in consideration of the foregoing, the covenants contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Sidewalk Labs and Waterfront Toronto agree as follows:

ARTICLE I

PLAN DEVELOPMENT OBJECTIVES AND ROLES

1.01 The Parties

- (a) Waterfront Toronto was established pursuant to the *Toronto Waterfront Revitalization Corporation Act* (Ontario) (the “**Act**”) by the Government of Canada, the Province of Ontario and the City of Toronto to plan, promote and guide the revitalization of Toronto’s waterfront lands. Pursuant to the MOU, as referenced in the Second Contribution Agreement, Waterfront Toronto is the revitalization lead for the Port Lands and East Bayfront (in each case, as defined in the MOU), which mandate includes building a waterfront of international renown and developing sustainable, balanced and healthy communities and commercial districts that address public policy priorities. Pursuant to its corporate vision, Waterfront Toronto’s core revitalization objectives that will inform the development of the MIDP are:
 - (i) Neighbourhood – Advancing complete communities that address the need for housing, mobility and access, connectivity and inclusivity.

- (ii) Sustainability – Promoting cutting-edge solutions to reduce carbon emissions, while promoting a high quality of life and improving public health.
 - (iii) Destinations – Creating enduring value through well-designed and vibrant cultural, recreational, civic and public spaces for residents and visitors.
 - (iv) Prosperity – Leveraging innovation and partnerships to deliver economic growth and new jobs.
 - (v) Engagement – Cultivating a high-performance and listening organization, promoting deep stakeholder trust, broad community outreach and consequential citizen feedback using robust data analysis and superior interactive web tools.
- (b) Sidewalk Labs is an Alphabet Inc. subsidiary that was formed in 2015 with the mission of reimagining cities and accelerating innovation to address urban challenges and achieve new standards of sustainability, affordability, mobility and economic opportunity. Sidewalk Labs brings together a unique group of urban planners and developers and experienced engineers and designers to bridge the urbanist/technologist divide to enable more integrated and thoughtful placemaking. Pursuant to the RFP Submission Materials and its corporate vision, Sidewalk Labs' core objectives that will inform the development of the MIDP are:
- (i) Innovation – Establishing a framework for one of the world's most innovative urban districts.
 - (ii) Quality of Life – Enabling a meaningfully superior quality of urban life, including cost of living savings for a diverse population of residents, employers and employees.
 - (iii) Diverse and Robust Economy – Attracting and sustaining a diverse twenty-first century economy, including a cluster focused on urban innovation.
 - (iv) Blueprint for Cities – Developing plans, innovations and ideas that can be replicable in cities elsewhere.

1.02 **Shared Mission**

- (a) These mandates, missions and goals of Waterfront Toronto and Sidewalk Labs are highly aligned.
- (b) **Shared Objectives**
 - (i) Both Waterfront Toronto and Sidewalk Labs are committed to a new, first of its kind, innovative approach to city-building that combines world-class urban design and cutting-edge technology in order to deliver transformative benefits in quality of life to a diverse set of city residents, workers and visitors.
 - (ii) Both Parties believe in the potential for technology to improve urban life and to create people-centered communities that are more livable, connected, prosperous and resilient.

- (iii) Both Parties seek to establish a complete community that serves as a model for sustainable and resilient neighborhoods throughout Toronto and cities around the world.
 - (iv) Both Parties aim to create a destination for people, companies, startups, and local organizations to advance solutions to the challenges facing cities, such as energy use, housing affordability, and transportation, and make Toronto the global hub of a rising new industry focused on urban innovation.
- (c) Shared Principles
- (i) Both Parties are committed to diversity and the inclusion of people of all ages, abilities, backgrounds, and incomes.
 - (ii) Both Parties believe technology has the potential to improve quality of life in cities, but that people must always come first.
 - (iii) Both Parties respect privacy and believe in open standards that enable innovation by local government, researchers, companies, community groups, and the general public.
 - (iv) Both Parties recognize the value in strong collaborations: the success of the Project depends on the support and confidence of government and the public.

1.03 **Roles of the Parties**

- (a) Waterfront Toronto will have the following responsibilities and roles in connection with the creation of the MIDP:
- (i) In accordance with the MOU, and subject to the approvals necessary for applicable Business and Implementation Plans, acting as revitalization lead in the public interest;
 - (ii) In accordance with the MOU, preparing Business and Implementation Plans, as set out in more detail in Section 4.01(a);
 - (iii) Working with Sidewalk Labs to develop the financial model and implementation phasing for the Project that seeks to make the Project financially viable and developing the business case for the MIDP, taking into account land value, Intellectual Property and infrastructure plans and any related standards or requirements;
 - (iv) Overseeing digital governance elements of the MIDP, including through the Digital Strategy Advisory Panel in accordance with the Digital Governance Framework Principles;
 - (v) Collaborating with Sidewalk Labs with respect to the achievement of the vision and goals of the Parties as summarized in Section 1.02 of Schedule B hereto, including with respect to sustainability, buildings, community and city services, public realm, mobility and digital platform;

- (vi) Through the Project Management Committee, coordinating design of the built environment, including public realm, with the Waterfront Toronto Design Review Panel, which provides objective, professional advice about all facets of planning, design and development within the Designated Waterfront Area;
 - (vii) In accordance with the GR/PR Principles, liaising with the Province of Ontario, Government of Canada, the City of Toronto and other key stakeholders throughout the process;
 - (viii) In accordance with the GR/PR Principles, planning, coordinating and engaging in consultations with the wider community (including residents and the local development and technology communities); and
 - (ix) Acting in the public interest with respect to the MIDP and the Project.
- (b) Consistent with the RFP and RFP Submission Materials, Sidewalk Labs will have the following responsibilities and roles in connection with the creation of the MIDP:
- (i) Providing urban planning and engineering expertise to inform the MIDP, including with respect to plans for technology and other innovations (including Purposeful Solutions), including insights based on first principles of city-building;
 - (ii) Providing financial support for the creation of the MIDP by funding the Sidewalk Funding Commitment as set forth in Section 5.02;
 - (iii) Working with Waterfront Toronto to develop the financial model and implementation phasing for the Project that seeks to make the Project financially viable and determining economic, financial and market constraints on the Project;
 - (iv) Collaborating with Waterfront Toronto with respect to the achievement of the vision and goals of the Parties as summarized in Section 1.02 of Schedule B hereto, including with respect to sustainability, buildings, community and city services, public realm, mobility and digital platform; and
 - (v) In accordance with the GR/PR Principles, planning, coordinating and engaging in consultations with the wider community (including the local development and technology communities).

1.04 **The RFP**

- (a) In March 2017, Waterfront Toronto issued Request for Proposals No.: 2017-13 (the “**RFP**”) for an Innovation and Funding Partner (as defined in the RFP), and Sidewalk Labs, after having explored opportunities all over the world, recognized the unique opportunity presented by the RFP and answered its call, presenting a vision in its RFP Submission Materials for a new type of neighbourhood that utilizes Sidewalk Labs’ unique combination of technology, urban development expertise and flexible funding approaches to establish a new model for city-building in the twenty-first century.

- (b) Following a rigorous, fair and transparent selection process, Waterfront Toronto awarded the RFP to Sidewalk Labs, and in October 2017, the Parties publicly announced their collaboration. To formalize their relationship in connection with the Project, the Parties entered into the Framework Agreement. The Framework Agreement provided an initial protocol for the Parties to further define their collaboration in this Agreement with the benefit of engagement with the public and a broad set of public and private sector stakeholders.
- (c) This Agreement shall supersede the Framework Agreement in its entirety.

1.05 **Master Innovation and Development Plan – Joint Objectives**

- (a) In furtherance of their shared goals and vision, the Parties will work together collaboratively, diligently and in good faith to jointly prepare the MIDP in accordance with the MIDP Scope, including the MIDP Targets set out in Schedule B, and all other terms of this Agreement. The Parties will seek to create the MIDP in a way that is in keeping with the spirit, vision and aspirations represented by the RFP and RFP Submission Materials.
- (b) The Parties acknowledge and agree that the MIDP will be a co-created overall plan consisting of multiple integrated, consistent, and cohesive sub-plans and ideas, on, for example, infrastructure, public realm, mobility, sustainability, affordability, accessibility, and built environment. The creation of such a plan does not itself signal any right to implement all or any part of it. To the contrary, the Parties acknowledge that in many cases, the implementation of plans contained in the MIDP will be subject to various contingencies, such as the receipt of certain governmental approvals and clearances, approvals of or agreements with landowners or other third-party consents.

1.06 **No Interest in Land or Sale of Land**

- (a) The Parties further acknowledge that the inclusion of plans in the MIDP with respect to any particular parcel or area in no way implies control, ownership or other rights with respect to such parcel or area. The Parties acknowledge that Waterfront Toronto owns only Quayside WT and not any other parcel, and that this Agreement does not create any real property interest in Quayside WT and that the Sidewalk Funding Commitment does not constitute a payment towards any real property interest in Quayside WT. Further, the Parties acknowledge that this Agreement is not intended to, does not and cannot, bind or otherwise encumber, or transfer any ownership of, any land, not owned by Waterfront Toronto to Sidewalk Labs or to any other person, and that this Agreement does not create any real property interest in any such land.
- (b) Waterfront Toronto and Sidewalk Labs acknowledge that the Quayside Parcel includes land owned by the City of Toronto, CreateTO, TPLC and private landowners. The MIDP will include business proposals related to these lands, for consideration by the Parties.

ARTICLE II **IMPLEMENTATION PLANNING**

2.01 **Implementation Agreements**

- (a) The MIDP will address the principal commercial terms for the potential implementation of the MIDP. The main agreements between the Parties to implement the MIDP are referred to herein as the “**Principal Implementation Agreements.**” Waterfront Toronto and Sidewalk Labs will seek to

finalize the Principal Implementation Agreements in connection with, and subject to, the receipt of approvals necessary to proceed.

(b) The Parties acknowledge that other agreements may be required in connection with the Project from time to time (the “**Future Implementation Agreements**”). The Principal Implementation Agreements and Future Implementation Agreements shall be referred to together as the “**Implementation Agreements**.”

(c) The Implementation Agreements will include, among other things, customary commercial terms that are mutually acceptable to the Parties and provide appropriate and reasonable comfort regarding the satisfaction of each Party’s obligations.

2.02 **Methodologies**

(a) The Principal Implementation Agreements will include a “land methodology” containing agreed methodologies for the valuation of Quayside Parcel and compensation to Waterfront Toronto in respect thereof, which is expected to be based on the fair market value of Quayside Parcel as determined by a third-party, Appraisal Institute of Canada qualified, appraiser in accordance with agreed principles and on an agreed basis to be set out in the MIDP.

(b) The Parties acknowledge that the program set out in the MIDP, if implemented, may ultimately impact the fair market value of the Quayside Parcel.

(c) The Principal Implementation Agreements or Future Implementation Agreements will, if opportunities arise for Waterfront Toronto to contribute funding or other value to intellectual property or infrastructure opportunities, include an “intellectual property methodology” or “infrastructure methodology,” respectively, providing agreed methodologies on the valuation thereof, and profit-sharing or other compensation to Waterfront Toronto in respect of its contributions thereto.

(d) Sidewalk Labs and Waterfront Toronto will determine the nature of their relationship in proceeding to implementation of the MIDP, if approved.

2.03 **Procurement Principles**

(a) The Procurement Principles attached as Schedule D hereto will apply to the Project.

(b) The Principal Implementation Agreements shall also specify that any procurement for a third party developer (or developers) to proceed with the design and construction of any above-grade buildings on the Quayside Parcel will be led by Waterfront Toronto and undertaken jointly by Waterfront Toronto and Sidewalk Labs. The MIDP and/or Principal Implementation Agreements will identify those circumstances and conditions under which Sidewalk Labs will act as vertical developer.

ARTICLE III **APPROVALS**

3.01 **Approvals**

(a) The MIDP will be subject to the approval of each of Waterfront Toronto, in its sole, absolute and unfettered discretion (including the approval of its board of directors and any Additional Approvals on which Waterfront Toronto elects to condition its approval, the “**Waterfront Toronto Approval**”) and Sidewalk Labs, in its sole, absolute and unfettered discretion (the “**Sidewalk**

Approval”). Sidewalk acknowledges that, in addition to the approval of the Waterfront Toronto board, Waterfront Toronto may, at its option, seek the approval of the MIDP by any or all of the Three Orders of Government (the “**Additional Approvals**”) and that the Waterfront Toronto Approval shall not be deemed to have been given until Waterfront Toronto has obtained the approval of its board of directors and obtained any Additional Approvals on which it has elected to condition its approval. The MIDP will also be subject to the review and input of the Waterfront Toronto Design Review Panel and Digital Strategy Advisory Panel.

(b) Upon completion of the approval steps set out in Section 3.01(a), the Parties will proceed to finalize, execute and deliver the Principal Implementation Agreement(s), subject to Waterfront Toronto Approval and Sidewalk Approval (for the avoidance of doubt, in each case, it is sole, absolute and unfettered discretion) such Principal Implementation Agreement(s).

(c) Waterfront Toronto shall not seek Waterfront Toronto Approval, and Sidewalk Labs shall not seek Sidewalk Approval, in each case until such time as is mutually agreed by the Parties.

ARTICLE IV **INITIAL PLAN MILESTONES**

4.01 Satisfaction of Initial Plan Milestones

(a) The Parties hereby agree that the initial plan milestones on which the Second Funding Commitment is contingent (the “**Initial Plan Milestones**”) are all satisfied as of the date hereof, either prior to the execution of this Agreement or upon and through the execution of this Agreement, as more particularly described below:

- (i) Flood Mitigation. The Initial Plan Milestone relating to the receipt of flood mitigation financing is satisfied by the execution and delivery of (i) the Cherry Street Stormwater & Lakefilling Project Delivery Agreement between the City of Toronto and Waterfront Toronto, dated as of May 31, 2017 (the “**First Contribution Agreement**”), which sets out the Three Orders of Government commitment to fund the Cherry Street Stormwater & Lakefilling Project in an amount up to CAN\$65 million, and (ii) the Port Lands Flood Protection and Enabling Infrastructure Project Contribution Agreement, by and among Her Majesty the Queen in Right of Canada as represented by the Minister of Infrastructure, Communities and Intergovernmental Affairs, Her Majesty the Queen in right of the Province of Ontario, represented by the Minister of Infrastructure, the City of Toronto represented by the Deputy City Manager, Cluster B and Waterfront Toronto, dated as of May 1, 2018 (the “**Second Contribution Agreement**” and, together with the First Contribution Agreement, collectively the “**Contribution Agreement**”), which commits the public sector bodies to fund the Port Lands Flood Protection and Enabling Infrastructure Project in an amount up to CAN\$1.185 billion, in each case for the re-naturalization of the Don River and the flood protection of the Lower Don Lands and the Port Lands.
- (ii) Waterfront Toronto Mandate. The Initial Plan Milestone relating to the reaffirmation of Waterfront Toronto’s mandate to carry out the planning and implementation of development in relation to the Project is satisfied by various Council decisions and by City Staff Report (Ex30.9) dated January 16, 2018, which provides, among other things, that the “relationship between the City,

Waterfront Toronto, and the Toronto Economic Development Corporation (TEDCO, now controlled by Toronto Realty Agency) is defined in a three-party Memorandum of Understanding approved by Council in 2006, which MOU “identifies a lead implementation role for Waterfront Toronto in the ‘Designated Waterfront Area’ for precincts that have Council-approved Business and Implementation Plans” and that such “lead implementation role includes overall responsibility for revitalization matters including preparation of Business and Implementation Plans, site investigations, environmental remediation and risk management, site preparation work, hard services and other public realm improvements, and directing the transfer of development lands to third party purchasers or ground lease tenants.”

- (iii) Agreement on Scope of Business and Implementation Plans. The Initial Plan Milestone relating to agreement on the scope of the BIPs is satisfied by the Parties’ agreement with respect to the relationship of the BIPs and the MIDP as set forth in Section 6.01 of this Agreement.
- (iv) Agreement on Scope of Master Innovation and Development Plan. The Initial Plan Milestone relating to agreement on the scope of the MIDP is satisfied by the Parties’ agreement on the MIDP Scope attached as Schedule B hereto.
- (v) Fair Procurement Standards. The Initial Plan Milestone relating to the Parties’ agreement on fair and arms’-length procurement standards is satisfied by the Parties’ agreement on the Procurement Principles attached as Schedule D hereto.

ARTICLE V

MIDP PROJECT FUNDING

5.01 The Budget and Detailed Budget

(a) The Parties hereby approve the budget attached hereto as Schedule C as the initial budget for the planning, creation and approval of the MIDP (as modified from time to time as permitted by this Agreement, the “**Budget**”). The Parties shall use commercially reasonable efforts to ensure that adequate resources and staff with the requisite ability and expertise are committed to the Project in accordance with the Budget.

(b) Sidewalk Labs will reimburse Waterfront Toronto for its reasonable, documented, out-of-pocket expenses incurred in connection with the creation of the MIDP, in an amount up to the quarterly cap set forth in item number three of the Budget and subject to the overall Sidewalk Funding Commitment (the “**Waterfront Toronto Reimbursables**”). On or promptly following the first quarter end following execution of this Agreement, Sidewalk Labs will pay Waterfront Toronto the Waterfront Toronto Reimbursables in respect of the period beginning October 16, 2017 and ending December 31, 2017, for the quarter beginning January 1, 2018 and ending March 31, 2018 and for the quarter beginning April 1, 2018 and ending June 30, 2018, and thereafter Sidewalk Labs will pay Waterfront Toronto the Waterfront Toronto Reimbursables on a quarterly basis (up to the end of the Term of this Agreement or December 31, 2018, whichever is earlier) and subject to the overall Sidewalk Funding Commitment; provided that on or before the earlier of January 1, 2019 and any public release of a draft MIDP, Sidewalk Labs will, through the Project Management Committee, allocate sufficient funds for the Waterfront Toronto Reimbursables for 2019. The Parties may, by mutual agreement in writing, agree to increase or decrease the amount of the Waterfront Toronto Reimbursables.

(c) In addition to the Budget attached as Schedule C, Sidewalk Labs shall prepare a more detailed budget (the “**Detailed Budget**”) to supplement the Budget, which Sidewalk Labs shall provide to Waterfront Toronto in a soft format as reasonably required by Waterfront Toronto. The Detailed Budget will be managed by the Project Management Committee and will show expenditures (both incurred and anticipated in connection with the Project) against budget line items together with appropriate commentary and will be updated and provided to the Project Management Committee on a monthly basis, and Sidewalk Labs will provide any additional information or clarification reasonably requested by Waterfront Toronto. If the amount spent on a line item in the Budget or Detailed Budget is less than the amount budgeted for that line item, the savings will be reallocated to other existing or new line items under the supervision of the Project Management Committee.

(d) Both the Budget and the Detailed Budget will cover the anticipated and estimated uses of the Sidewalk Funding Commitment.

5.02 **Funding of MIDP Planning**

(a) Sidewalk Labs represents and warrants to Waterfront Toronto that it has financed and facilitated Project activities for the period up to and including the execution of this Agreement, but subject to such obligation being capped at US\$10,000,000 (the “**First Funding Commitment**”).

(b) Following the execution of this Agreement, Sidewalk Labs will fund the development and finalization of the MIDP up to and including the development and finalization, and prior to execution of, the Principal Implementation Agreements, but subject to such obligation being capped at US\$40,000,000 plus any remaining and unspent funds from the First Funding Commitment (the “**Second Funding Commitment**”). The First Funding Commitment and the Second Funding Commitment is subject to an overall cap of US\$50,000,000 (the “**Sidewalk Funding Commitment**”).

(c) For the avoidance of doubt and notwithstanding anything herein to the contrary (except pursuant to any funding for 2019 as set forth in Section 5.01(b)), Sidewalk Labs shall not be liable to Waterfront Toronto for, and shall not be required to fund any amounts for, any costs other than Waterfront Toronto Reimbursables and/or any amounts that are in excess of the First Funding Commitment or Second Funding Commitment, as then applicable, and in no event shall be liable for or required to fund any costs (including the Waterfront Toronto Reimbursables) in excess of the Second Funding Commitment (provided that the Second Funding Commitment is not intended to limit the liability of Sidewalk Labs in the event of a default under this Agreement).

(d) Concurrently with the execution of this Agreement, Sidewalk Labs will deliver to Waterfront Toronto a comfort letter from Alphabet Inc., substantially in the form of the letter dated October 16, 2017, with respect to the Sidewalk Funding Commitment under this Agreement.

(e) Waterfront Toronto acknowledges that Sidewalk Labs’ funding of the First Funding Commitment was, and the Second Funding Commitment will be, made through Sidewalk Toronto Limited Partnership, and that such funding obligation is an obligation of Sidewalk Toronto Limited Partnership, and Sidewalk Labs agrees to cause such funding to be made.

(f) The treatment of the Sidewalk Funding Commitment or a portion thereof will be considered by the Parties in the Principal Implementation Agreements and will be recognized within a distribution waterfall to the extent the Parties include any profit-sharing formula.

ARTICLE VI **COORDINATION**

6.01 Business and Implementation Plans

(a) Pursuant to the MOU, as referenced in the Second Contribution Agreement, Waterfront Toronto is the revitalization lead for the Port Lands and East Bayfront (in each case, as defined in the MOU), which mandate includes building a waterfront of international renown and developing sustainable, balanced and healthy communities and commercial districts that address public policy priorities. Sidewalk Labs acknowledges that pursuant to the MOU, Waterfront Toronto will prepare one or more Business and Implementation Plans (the “**Business and Implementation Plans**” or “**BIPs**”) and that each BIP will be created in consultation with City divisions and agencies, including CreateTO, and must be approved by City Council.

(b) Notwithstanding anything herein to the contrary, Waterfront Toronto will ensure that any BIP proposed, recommended and/or submitted by it or on its behalf to the City of Toronto for consideration, for the Quayside Parcel and for any additional parcels included in the MIDP is consistent with, and does not limit, conflict with or constrain, the terms included in the MIDP Scope or this Agreement or reasonably expected to be included in the MIDP and Implementation Agreements or, after approval of the MIDP, will be consistent with the MIDP. In preparing the BIP for Quayside Parcel and for any additional parcels, Waterfront Toronto will consult with Sidewalk Labs including in connection with the submission of, approval of, and/or communications with respect to, each such BIP.

(c) For the avoidance of doubt, any further BIPs in addition to the BIP for the Quayside Parcel will be developed in compliance with the above principles.

6.02 Other Coordination

(a) Waterfront Toronto has provided or shall promptly provide Sidewalk Labs with correct and complete copies of all Relevant Contracts. Notwithstanding the foregoing, Waterfront Toronto shall not be required to disclose any provision of a Relevant Contract entered into prior to the Effective Date if doing so would result in a breach of the confidentiality provisions of such Relevant Contract; provided, however, that Waterfront Toronto shall use its commercially reasonable efforts to obtain the required consent of the counterparty or counterparties to the Relevant Contract to permit such disclosure and shall allow for disclosure to the maximum extent that does not result in a breach of the Relevant Contract (including by providing summaries, excerpts or redacted copies, for example) and provided further, that with respect to any Relevant Contract entered into after the Effective Date, Waterfront Toronto shall use commercially reasonable efforts to avoid any prohibition on disclosing such Relevant Contract to Sidewalk Labs (and if a counterparty refuses to permit disclosure to Sidewalk Labs, Waterfront Toronto shall notify the Project Management Committee thereof). Without the prior written consent of Sidewalk Labs, not to be unreasonably withheld, Waterfront Toronto shall not enter into, terminate, extend, amend, assign or compromise or waive any rights or claims under any Key Contract, or, if it would limit, conflict with or constrain, the terms included in the MIDP Scope or this Agreement or reasonably expected to be included in the MIDP and Implementation Agreements, under any other Relevant Contract. Waterfront Toronto shall cooperate and consult with Sidewalk Labs in connection with Planning Initiatives of which it is aware.

(b) Sidewalk Labs shall provide to Waterfront Toronto copies of all final versions of relevant plans, reports, surveys and designs created or acquired by Sidewalk Labs in the course of the creation of the MIDP and funded by the Sidewalk Funding Commitment, whether before or after the date of this Agreement, that cover all or a portion of the MIDP Site (the “**MIDP Materials**”). The Parties will also

share with one another drafts of relevant plans, reports, surveys and designs created or acquired in the course of the creation of the MIDP on an ongoing basis pursuant to the Collaboration Principles. Notwithstanding the foregoing, Sidewalk Labs shall not be required to disclose any MIDP Materials created or acquired prior to the Effective Date in a breach of the confidentiality of an engagement letter or other third-party Contract: provided however, that Sidewalk Labs shall use its commercially reasonable efforts to obtain the required consent of the relevant third party(ies) to permit such disclosure and shall allow for disclosure to the maximum extent that does not result in a breach of the relevant engagement letter or other Contract (including by providing summaries, excerpts or redacted copies, for example). Sidewalk Labs agrees to use its reasonable best efforts to deliver to Waterfront Toronto such reliance letters as Waterfront Toronto or the City of Toronto may require, each acting reasonably, entitling Waterfront Toronto and the City of Toronto, as required, to rely on any certified studies constituting MIDP Materials, and Sidewalk Labs further acknowledges that any approval of Waterfront Toronto or the City of Toronto of the MIDP may be conditioned or withheld if such reliance letters are not delivered.

(c) Sidewalk Labs shall ensure that no MIDP Materials acquired after the Effective Date are subject to confidentiality requirements which would prevent disclosure of same to Waterfront Toronto, except where the other party to the Contract objects to the disclosure to Waterfront Toronto for the purposes of protecting innovations, whereupon the matter will be referred to the Project Management Committee for resolution.

(d) Each Party acknowledges that any third-party materials provided to it by the other Party is provided for informational purposes only and without representation, warranty or recourse.

(e) The Parties acknowledge and agree that, except as expressly set forth in this Agreement, including the representations and warranties contained herein, there are no agreements, representations, promises, warranties, guarantees or conditions of any kind whatsoever, statutory or otherwise, expressed or implied by any of them, with respect to the condition, development potential, or viability of the Quayside Parcel or any other lands relating to the Project.

6.03 **Public Communications and Government Relations**

(a) The Communications and Government Relations Principles attached as Schedule J hereto (the “**GR/PR Principles**”) will govern the planning, development, and implementation of all communications activities related to the development of the MIDP.

6.04 **Project Management Committee**

(a) The Collaboration Principles attached as Schedule F hereto (the “**Collaboration Principles**”) set out provisions governing the collaboration of the Parties in creating the MIDP and finalizing the Principal Implementation Agreements. In accordance with the Collaboration Principles, the Project Management Committee shall be the primary venue through which coordination of the Parties in creating the MIDP is managed and overseen.

ARTICLE VII **INTELLECTUAL PROPERTY; PRIVACY & DATA GOVERNANCE**

7.01 **Intellectual Property**

The Intellectual Property Terms attached as Schedule G hereto sets out provisions governing the Parties’ rights and obligations with respect to Intellectual Property.

7.02 **Privacy & Data Governance**

The Digital Governance Framework Principles attached as Schedule I hereto sets out principles that will direct the Parties' approach with respect to privacy and data governance matters.

ARTICLE VIII **REPRESENTATIONS**

8.01 **Representations of Waterfront Toronto**

Waterfront Toronto represents and warrants to Sidewalk Labs that:

(a) Waterfront Toronto is a non-share capital corporation incorporated and validly existing under the laws of the Province of Ontario and has all the requisite power and authority to carry on its business as it is currently being conducted.

(b) Waterfront Toronto has the requisite power, authority and capacity to execute, deliver and perform this Agreement, and to execute, deliver and perform all other agreements, instruments, undertakings and documents as are required by this Agreement to be done, executed, delivered or performed.

(c) (i) This Agreement has been duly authorized, executed and delivered by Waterfront Toronto; (ii) Waterfront Toronto has the necessary organizational power and authority to execute and deliver this Agreement and to perform its obligations hereunder, and no other organizational proceedings on the part of Waterfront Toronto are necessary to authorize the execution and delivery of this Agreement and the performance of Waterfront Toronto's obligations hereunder; and (iii) assuming this Agreement constitutes a legal, valid and binding obligation of Sidewalk Labs, this Agreement constitutes a legal, valid and binding obligation of Waterfront Toronto, enforceable against Waterfront Toronto in accordance with its terms, subject only to the enforcement of remedies by bankruptcy, insolvency, moratorium, winding-up, arrangement, reorganization, fraudulent preference and conveyance and other laws of general application affecting the enforcement of creditors' rights generally and general equitable principles and the fact that the availability of equitable remedies is in the discretion of a court and that a court may stay proceedings or the execution of judgments (collectively, the "**Enforcement Exceptions**").

(d) The execution, delivery, and performance by Waterfront Toronto of this Agreement does not and will not: (i) violate or conflict with its constating or organizational documents or enabling legislation; (ii) violate or conflict with any applicable Law; or (iii) result in any violation of or default under (with or without notice, lapse of time, or both), give rise to a right of termination, cancellation or acceleration of any obligation under, result in the loss of benefit under or result in the creation of any lien or other encumbrance on Waterfront Toronto's assets or properties under, any Contract to which Waterfront Toronto is a party or by which it or any of its properties or assets is bound or affected.

(e) (i) Waterfront Toronto has provided Sidewalk Labs with correct and complete copies of the MOU and the Contribution Agreement prior to the date hereof; (ii) each of the MOU and the Contribution Agreement is a valid and binding obligation of Waterfront Toronto and, to Waterfront Toronto's knowledge, each other party thereto, and is in full force and effect; (iii) Waterfront Toronto is not in breach of or default under the terms of the MOU or the Contribution Agreement; and (iv) Waterfront Toronto has not received any notice of or claim of default under the MOU or Contribution Agreement and is not aware of any party's intent to terminate the MOU or the Contribution Agreement.

8.02 **Representations of Sidewalk Labs**

Sidewalk Labs represents and warrants to Waterfront Toronto that:

- (a) Sidewalk Labs is a limited liability company validly existing under the laws of Delaware and has all the requisite power and authority to carry on its business as it is currently being conducted.
- (b) Sidewalk Labs has the requisite power, authority and capacity to execute, deliver and perform this Agreement, and to execute, deliver and perform all other agreements, instruments, undertakings and documents as are required by this Agreement to be done, executed, delivered or performed.
- (c) (i) This Agreement has been duly authorized, executed and delivered by Sidewalk Labs; (ii) Sidewalk Labs has the necessary organizational power and authority to execute and deliver this Agreement and to perform its obligations hereunder, and no other organizational proceedings on the part of Sidewalk Labs are necessary to authorize the execution and delivery of this Agreement and the performance of its obligations hereunder; and (iii) assuming this Agreement constitutes a legal, valid and binding obligation of Waterfront Toronto, this Agreement constitutes a legal, valid and binding obligation of Sidewalk Labs, enforceable against it in accordance with its terms, subject only to the Enforcement Exceptions.
- (d) The execution, delivery, and performance by Sidewalk Labs of this Agreement does not and will not: (i) violate or conflict with its constituting or organizational documents; (ii) violate or conflict with any applicable Law; or (iii) result in any violation of or default under (with or without notice, lapse of time, or both), give rise to a right of termination, cancellation or acceleration of any obligation under, result in the loss of benefit under or result in the creation of any lien or other encumbrance on its assets or properties under, any Contract to which it is a party or by which it or any of its properties or assets is bound or affected
- (e) As of the date hereof, Sidewalk Labs is not a party to any Contract that would inhibit or limit the plans, ideas, values or other concepts to be included in the MIDP.
- (f) As of the date hereof, Sidewalk Labs is a wholly owned subsidiary of Alphabet Inc.

ARTICLE IX **TERM**

9.01 **Term**

- (a) This Agreement shall commence on the Effective Date and shall continue until the earliest to occur of the following (the “**Term**”):
 - (i) the date that the Parties mutually agree in writing to terminate this Agreement;
 - (ii) ten days following delivery of written notice by either Party to the other Party of its intent to terminate if Waterfront Toronto Approval or Sidewalk Approval of the MIDP or the Principal Implementation Agreements is sought and refused;
 - (iii) ten days following delivery of written notice by either Party to the other Party of its intent to terminate pursuant to and in accordance with the dispute resolution procedures set forth in the Collaboration Principles;

- (iv) ten days following delivery of written notice by either Party to the other Party of its intent to terminate if Sidewalk Labs has instituted a Funding Suspension pursuant to Section 9.03 for at least 45 consecutive days that is continuing;
- (v) September 30, 2019, or such later date as the Parties may agree, if the MIDP does not have Waterfront Toronto Approval and Sidewalk Approval by such time; and
- (vi) December 31, 2019, or such later date as the Parties may agree, if the Principal Implementation Agreements do not have Waterfront Toronto Approval and Sidewalk Approval by such time.

(b) In the event that this Agreement is terminated pursuant to Section 9.01, no reimbursement of any Budget amount shall be payable by Waterfront Toronto to Sidewalk Labs except for an adjustment of Waterfront Toronto Reimbursables as set out in Section 9.03, and Waterfront Toronto shall be entitled to use Site-Specific IP and Co-Created IP, as provided for in Schedule G, and those aspects of the MIDP to which Waterfront Toronto made a contribution.

9.02 **Survival**

Upon the expiration or termination of this Agreement, this Agreement shall forthwith become null and void and of no further force or effect whatsoever, without liability or obligation on the part of any Party; provided, however, that: (i) no such expiration or termination shall relieve any Party of any liability or obligation resulting from or arising out of such Party's breaches of this Agreement prior to such expiration or termination; and (ii) this Article IX (Term), Article VII (Intellectual Property; Privacy & Data Governance), Article X (Confidentiality), Article XIV (General) and, to the extent applicable to such surviving Articles and Schedules, Schedule A (Definitions and Interpretation) shall survive.

9.03 **Unspent Funds**

Sidewalk Labs shall have no further obligations for the expenditure of any such remaining, unspent funds pursuant to the Sidewalk Funding Commitment after the Term. For the avoidance of doubt, any amounts and liabilities due and owing (but not yet paid) at the time of expiration or termination of this Agreement pursuant to binding contractual commitments entered into by Sidewalk Labs prior to the date of expiration or termination and specified in the Budget shall not be treated as remaining, unspent funds, and Sidewalk Labs shall remain liable for payment of the same (subject to the overall Sidewalk Funding Commitment). Sidewalk Labs shall not be liable for payment or reimbursement to Waterfront Toronto or any Person acting for or on behalf of Waterfront Toronto of any amounts incurred or relating to the period after the date of expiration or termination of this Agreement. If Sidewalk Labs reasonably and in good faith determines that the Parties will be unable to obtain Waterfront Toronto Approval or Sidewalk Approval of the MIDP or Principal Implementation Agreements, Sidewalk Labs may, by notice to Waterfront Toronto, suspend its funding obligations under this Agreement, during which time it shall not be obligated to fund any portion of the Sidewalk Funding Commitment (a "**Funding Suspension**"). Waterfront Toronto shall not be obligated to pay or repay any portion of any Second Funding Commitment other than an adjustment to the date of termination or expiration of this Agreement of any overpayment of the Waterfront Toronto Reimbursables.

ARTICLE X
CONFIDENTIALITY

10.01 Freedom of Information and Confidentiality Policies

The Freedom of Information and Confidentiality Term attached as Schedule H hereto sets out provisions governing the Parties' rights and obligations with respect to freedom of information and confidentiality.

ARTICLE XI
EXCLUSIVITY

11.01 Exclusivity

(a) As part of the consideration of the substantial expenditure of time, effort and expenses to be undertaken by both Waterfront Toronto and Sidewalk Labs and their respective representatives in connection with the Project, Waterfront Toronto and Sidewalk Labs agree with each other that during the period commencing as of the date of this Agreement and ending at the end of the Term, neither Waterfront Toronto nor Sidewalk Labs nor any of their respective controlled affiliates shall initiate, accept, negotiate or otherwise pursue any offers or proposals to engage with any third party for the planning or development of any lands located within the MIDP Site that are not consistent with the Project.

(b) Any discussions between the parties relating to these exclusivity provisions shall be undertaken in a manner consistent with the Collaboration Principles, including the dispute resolution procedures therein as appropriate.

(c) Sidewalk Labs shall notify Waterfront Toronto of any negotiations (arising at such time as discussions reach the point of the execution of binding term sheets and reasonably in advance of any public announcement) regarding any urban development project globally of similar or greater size and/or vision as the Project. For the avoidance of doubt, the existence, status and terms of any such negotiations of which Waterfront Toronto is notified by Sidewalk Labs shall constitute confidential information subject to Schedule H.

ARTICLE XII
ADDITIONAL LANDS

12.01 Additional Lands

In the event that either Waterfront Toronto or Sidewalk Labs or any Sidewalk Labs' controlled affiliate acquires or obtains an option to acquire or obtains any interest in any real property (the "**Additional Lands**") located in whole or in part within the MIDP Site or engages in substantial negotiations (arising at such time as discussions reach the point of the execution of binding term sheets and reasonably in advance of any public announcement and not prior thereto) with a third party to acquire or obtain an option to acquire or obtain an interest in any real property located in whole or in part within the MIDP Site, such Party will promptly notify the other Party of such acquisition, option or interest, or substantial negotiations, and any Additional Lands acquired by a Party or in which a Party obtains an option or interest shall be included in the plans included in the MIDP and fall within the MIDP Scope.

ARTICLE XIII
ADMINISTRATION

13.01 Notices to Parties

All notices, requests, demands, instructions, certificates, consents and other communications (each being a “**Notice**”) required or permitted under this Agreement shall be in writing and shall be served by sending the same by electronic mail or by hand delivery (including courier) addressed as follows:

If to Waterfront Toronto:	Toronto Waterfront Revitalization Corporation 20 Bay Street, Suite 1310 Toronto, Ontario M5J 2N8 Attention: General Counsel E-mail: IBeverley@waterfronttoronto.ca
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with a copy, which shall not constitute notice, to:	McCarthy Tétrault LLP 66 Wellington Street West Toronto, Ontario M5K 1E6 Attention: Abraham Costin E-mail: acostin@mccarthy.ca
--	--

If to Sidewalk Labs:	c/o Sidewalk Labs LLC 10 Hudson Yards New York, New York 10001 Attention: General Counsel/Head of Legal E-mail: legal@sidewalklabs.com
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with a copy, which shall not constitute notice, to:	Fried, Frank, Harris, Shriver & Jacobson LLP One New York Plaza New York, New York 10004 Attention: Tal Golomb, Esq. E-mail: Tal.Golomb@friedfrank.com
--	--

and

Davies Ward Phillips & Vineberg LLP
155 Wellington Street West
Toronto, Ontario M5V 3J7
Attention: Greg Southam Esq.
E-mail: GSoutham@dwpv.com

13.02 Change of Address

Any Party to this Agreement may, from time to time, change any of its contact information set forth in Section 13.01 by prior Notice to the other Party, and such change shall be effective on the Business Day that next follows the recipient Party’s receipt of such Notice unless a later effective date is given in such Notice.

13.03 **Deemed Receipt of Notices**

(a) A Notice given by hand delivery shall be deemed to have been received on the day it is delivered. Subject to Section 13.03(b), a Notice given by e-mail shall be deemed to have been received on the day it is transmitted by e-mail.

(b) If any Notice delivered by hand or transmitted by e-mail is so delivered or transmitted, as the case may be, either on a day that is not a Business Day or on a Business Day after 4:00 p.m. (recipient's local time), then such Notice shall be deemed to have been received by such recipient on the next Business Day.

ARTICLE XIV **GENERAL**

14.01 **Assignment and Change of Control**

(a) No Party may assign this Agreement or any rights or obligations hereunder without the prior written consent of the other Party; provided, however, that Sidewalk Labs may assign, transfer, subcontract, sub-participate or otherwise dispose of its interest in this Agreement or any rights or obligations hereunder, in whole or in part, to any subsidiary of Sidewalk Labs without the prior written consent of Waterfront Toronto, provided that: (a) such subsidiary is and continues to be controlled by Sidewalk Labs; (b) such subsidiary agrees to be bound by all of the applicable obligations of Sidewalk Labs under this Agreement; and (c) Sidewalk Labs shall not be released from any of such obligations as a result thereof. Sidewalk Labs agrees to provide a list of all such subsidiaries which list will be updated by it to reflect any additional subsidiaries to which it has assigned, transferred, subcontracted, sub-participated or otherwise disposed of its interest, as aforesaid. Subject to the foregoing, this Agreement shall inure to the benefit of, and be binding upon, Waterfront Toronto, Sidewalk Labs and their respective successors and permitted transferees and assigns.

(b) Sidewalk Labs agrees that any Change of Control of Sidewalk Labs will require Waterfront Toronto's consent, not to be unreasonably withheld, provided, for the avoidance of the doubt, that any issuance to employees of non-voting shares shall not constitute a Change of Control requiring Waterfront Toronto's consent, but Sidewalk Labs shall provide Waterfront Toronto prompt notice thereof. "**Change of Control**" shall mean any transfer of a majority (or more) of the voting equity interests in Sidewalk Labs to a third party other than Alphabet Inc. or any of its subsidiaries.

14.02 **RFP Process and Designation**

(a) Waterfront Toronto represents and warrants to Sidewalk Labs that the designation of Sidewalk Labs as the Innovation and Funding Partner under the RFP (the "**RFP Designation**") has been made in accordance with the RFP and that Waterfront Toronto's conduct in connection with the RFP process, including the creation and administration of the RFP and the designation of Sidewalk Labs as the Innovation and Funding Partner, has been in compliance with all applicable Laws and policies applicable to Waterfront Toronto, including those relating to Waterfront Toronto's mandate, procurement and confidentiality.

(b) Sidewalk Labs represents and warrants to Waterfront Toronto that it has not engaged in any improper conduct intended to influence any government officials in connection with the RFP Designation.

14.03 **Waiver**

(a) No waiver made or given by a Party under or in connection with this Agreement shall be binding or effective unless the waiver is in writing, signed by an authorized representative of the Party giving such waiver, and delivered by such Party to the other Party. No waiver made with respect to any such right, power or remedy in one instance will be deemed to be a waiver with respect to any other instance involving the exercise of the right, power or remedy or with respect to any other such right, power or remedy.

(b) Failure by either Party to exercise any of its rights, powers or remedies hereunder or any delay in doing so shall not constitute a waiver of those rights, powers or remedies. The single or partial exercise of a right, power or remedy shall not prevent its subsequent exercise or the exercise of any other right, power or remedy.

(c) No consent or approval contemplated herein or provided by a Party shall constitute a waiver of any requirement herein.

14.04 **Indemnity**

(a) Each Party and, in the case of Sidewalk Labs, its controlled affiliates (the “**Indemnifier**”) shall defend, protect, indemnify, and hold harmless the other Parties, including its agents, officers, directors, employees and shareholders (collectively, the “**Indemnified Parties**”) harmless against and from any and all injuries, costs, expenses, liabilities, losses, damages, injunctions, suits, actions, fines, penalties, and demands of any kind or nature (including reasonable lawyers’ fees in connection therewith) (collectively, “**Claims**”) arising out of or relating to any and all third-party Claims in connection with: (i) any intentional misconduct or negligence of the Indemnifier or any Person for whom it is at law responsible, or (ii) any breach or default in the performance of any of the Indemnifier’s obligations hereunder, including failure to pay any amounts properly due and owing hereunder.

(b) Notwithstanding the foregoing, the indemnity set out in Section 14.04(a) shall not apply where any Claims arise as a result of the willful misconduct, negligent act or omission or the illegal actions of the Indemnified Party and any Claims for indemnification under the indemnity set out in this Section 14.04 shall be subject to the other terms and conditions of this Section 14.04.

(c) This indemnity shall survive termination or expiration of this Agreement to the extent relating to Claims arising out of, or relating to events that occurred prior to such termination or expiration.

(d) The Indemnified Party shall give prompt written notice to the Indemnifier of any matter that such Indemnified Party determines may give rise to a right of indemnification hereunder including, in the case of a third-party claim, a copy of such claim and, if otherwise, a summary of the relevant facts (the “**Notice of Claim**”).

(e) Following receipt by the Indemnifier of a Notice of Claim, the Indemnifier shall be entitled to make such investigation of the claim, loss or costs as the Indemnifier considers necessary or desirable at its sole cost and expense. For the purpose of such investigation, the Indemnified Party shall make available to the Indemnifier all information relied upon by the Indemnified Party to substantiate the claim and the Indemnifier shall be entitled to conduct such tests and investigations as it considers necessary or desirable with respect to such claim.

(f) Within thirty days following receipt by the Indemnifier of a Notice of Claim (or such later time as may be agreed to by both the Indemnifier and the Indemnified Party), the Indemnifier may

(in the name of the Indemnified Party) elect to assume control of and proceed in a diligent manner with the investigation, defense or settlement of the matter or claim in question including, choice of counsel (in which case the Indemnified Party shall not be entitled to be indemnified for the costs of any additional counsel) and other advisors or may require the Indemnified Party to do so on such terms as the Indemnifier deems fit in its sole discretion and at its sole cost and expense. Should the Indemnifier elect to assume control of the matter or claim, then the Indemnifier shall be precluded from denying that such matter or claim is subject to indemnification under this Section 14.04.

(g) The Indemnifier shall, at its discretion, following consultation with the Indemnified Party do such acts and things, conduct such negotiation, take or defend such proceedings and make such settlement as it deems advisable with respect to such claim.

(h) The Indemnified Party shall not settle or compromise any third-party claim or admit liability in respect thereof or disclose the existence of the indemnity in this Section 14.04, other than as may be required in defence of a court action in respect of matters arising out of or relating to this Agreement, except with the prior written consent of the Indemnifier.

(i) The Indemnified Party and the Indemnifier shall cooperate with the other fully in respect of any claim, including providing each other on an ongoing basis with all information that may be relevant to the other's liability hereunder and supplying copies of all relevant documentation promptly as it becomes available and each shall make available such witnesses as are under its control.

(j) Upon receipt by the Indemnified Party of any payment pursuant to the indemnity in this Section 14.04 or upon the determination of any third-party claims subject hereto, the Indemnifier shall be subrogated to all the rights of the Indemnified Party in respect of such third party claim or the matter resulting in such payment. Any payment to an Indemnified Party under this Section 14.04 shall be made, where practically possible, net of any income tax savings and insurance proceeds.

14.05 Release; No Consequential Damages

(a) Sidewalk Labs acknowledges that the obligations and duties of Waterfront Toronto set out herein are solely and exclusively the obligations of Waterfront Toronto, and no other Person, including any of the Three Orders of Government, has any duty or obligation either for or on behalf of Waterfront Toronto in connection with its obligations hereunder, and Sidewalk Labs hereby and irrevocably releases the Three Orders of Government from any and all Claims that Sidewalk Labs may have against Waterfront Toronto pursuant to this Agreement, and in respect to such release, acknowledges that the Three Orders of Government are third-party beneficiaries under the terms of this Section 14.05.

(b) Neither Waterfront Toronto nor Sidewalk Labs shall be liable for indirect, incidental or consequential damages suffered by the other, for loss of profit or opportunity, or for punitive damages with respect to any term or the subject matter of this Agreement or in any other way related to this Agreement, even if informed of the possibility thereof in advance. This limitation applies to all causes of action at law or in equity, including breach of contract, breach of warranty, negligence, strict liability, fraud, misrepresentation and other torts.

14.06 Entire Agreement

The Parties agree that this Agreement supersedes the terms of the Framework Agreement in its entirety (which is, as of the date hereof upon execution and delivery hereof, of no further force or effect), and except as expressly provided otherwise herein, this Agreement constitutes the entire agreement between Sidewalk Labs and Waterfront Toronto in connection with its subject matter and supersedes all prior

representations, communications, negotiations and understandings, whether oral, written, express or implied, concerning the subject matter of this Agreement. Without limiting the foregoing, Sidewalk Labs agrees that concurrently with the execution of this Agreement it cause Sidewalk Toronto, Limited Partnership to deliver to Waterfront Toronto an acknowledgement that this Agreement supersedes the Framework Agreement in its entirety.

14.07 Severability

If any provision of this Agreement shall be declared invalid, unenforceable or illegal by a court of competent jurisdiction, such provision may be severed and such invalidity, unenforceability or illegality shall not prejudice or affect the validity, enforceability and legality of the remaining provisions of this Agreement. If any such provision of this Agreement is invalid, unenforceable or illegal, the Parties shall, acting in good faith, promptly negotiate new provisions to eliminate such invalidity, unenforceability or illegality and to restore this Agreement as near as possible to its original intent and effect.

14.08 Relationship of the Parties

Waterfront Toronto and Sidewalk Labs shall each be, and are hereby, independent contractors and nothing herein shall create (nor is this Agreement intended to create) any partnership, agency, employment or joint venture relationship whatsoever. No Party shall act or have the authority or power to act for any other Party or to make any commitment, obligation, representation or warranty on behalf of the other Party as its agent or otherwise.

14.09 Amendment

No Amendment of this Agreement shall be effective unless in writing and signed by each of the Parties.

14.10 No Third-Party Beneficiaries

Except as set out in Section 14.05, this Agreement is not intended to and shall not confer upon any Person other than the Parties any rights or remedies hereunder.

14.11 Interpretation

Without limiting Section 1.03 of Schedule A, the Parties agree that this Agreement is the product of negotiation among sophisticated parties, each of which was or has been given the opportunity to be represented by counsel, and each of which had an opportunity to participate in, and did participate in, the negotiation of the terms hereof. Accordingly, the Parties acknowledge that ambiguities in this Agreement, if any, shall not be construed strictly or in favour of or against any Party, but rather shall be given a fair and reasonable construction. Capitalized terms used but not otherwise defined herein shall have the meanings ascribed to such terms as set forth on Schedule A, which also includes provisions concerning the interpretation of this Agreement.

14.12 Counterparts

This Agreement may be executed in counterparts, each of which shall be deemed an original and which, taken together, shall constitute one and the same instrument. This Agreement may be delivered by electronic transmission of a .pdf signature, and the Parties hereby adopt any signature received in pdf as original signatures of the transmitting Party.

14.13 **Governing Law; Jurisdiction**

This Agreement will be governed by, and construed in accordance with, the laws of the Province of Ontario and all federal laws applicable therein, regardless of the conflicts of laws principles thereof. Subject to the Collaboration Principles, each of the Parties agrees that any disputes arising between the parties in relation to this Agreement will be brought exclusively in the courts of the Province of Ontario and all courts competent to hear appeals therefrom. The Parties hereby irrevocably submit to the exclusive jurisdiction of such courts.

14.14 **Affiliates**

Sidewalk Labs has and may in the future have controlled affiliates working on aspects of the MIDP and agrees to cause such controlled affiliates to comply with this Agreement. Sidewalk Labs Employees, LLC or Sidewalk Labs Employees Ltd. are deemed to be controlled affiliates.

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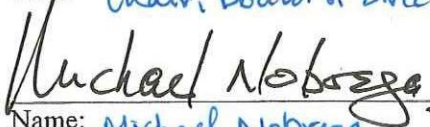
IN WITNESS WHEREOF this Agreement has been executed by the Parties as of the date first above written.

**TORONTO WATERFRONT
REVITALIZATION CORPORATION**

Per:


Name: Helen Burstyn
Title: Chair, Board of Directors

Per:

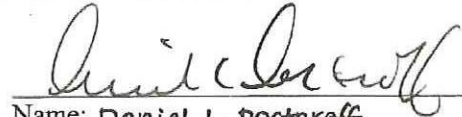

Name: Michael Nobrega
Title: CEO (Acting)

APPROVED AS TO FORM


Ian Beverley
General Counsel

SIDEWALK LABS LLC

Per:


Name: Daniel L. Doctoroff
Title: CEO

[Signature Page to Plan Development Agreement]

SCHEDULE A DEFINITIONS AND INTERPRETATION

1.01 Definitions

The following terms and expressions used herein shall have the following meanings:

- (a) “**Act**” has the meaning ascribed thereto in Section 1.01(a).
- (b) “**Additional Approvals**” has the meaning ascribed thereto in Section 3.01(a).
- (c) “**Additional Lands**” has the meaning ascribed thereto in Section 12.01.
- (d) “**affiliate**” means, in respect to any Person, another Person that controls, is controlled by or is under common control with such Person.
- (e) “**Agreement**” means this Plan Development Agreement including all Schedules.
- (f) “**Budget**” has the meaning ascribed thereto in Section 5.01(a).
- (g) “**Business and Implementation Plan(s)**” or “**BIP(s)**” has the meaning ascribed thereto in Section 6.01(a).
- (h) “**Business Day**” means any day other than a Saturday, Sunday or statutory holiday in the Province of Ontario or the City of New York.
- (i) “**Claims**” has the meaning ascribed thereto in Section 14.02(a).
- (j) “**Co-Created IP**” has the meaning ascribed thereto in Schedule G.
- (k) “**Collaboration Principles**” has the meaning ascribed thereto in Section 6.04(a).
- (l) “**competitive process**” has the meaning ascribed thereto in Schedule D.
- (m) “**Contract**” means any agreement, contract, deed, lease, sub-lease, request for proposals, bid, memorandum of understanding, letter of intent or other agreement (in each case, whether written or oral).
- (n) “**Contribution Agreement**” has the meaning ascribed in Section 4.01(a)(i).
- (o) “**control**,” “**controlled by**,” and “**under common control with**” means (i) with respect to any Person, the ability to direct the management of such Person, whether by contract, voting rights or otherwise; provided that control shall not be deemed absent solely because another member, partner or other Person shall have a veto or consent with respect to major decisions but shall not be deemed vested because such other member, partner or other Person has been granted veto or consent rights (and a Person having a veto or consent right shall not in and of itself be construed to mean such Person has control, and, (ii) with respect to any real property or real property interest, the ability to cause the acquisition or disposition in relation to such real property. As used herein, the terms “control,” “controlled by” and “under common control with” and words of similar import shall be construed to mean directly or indirectly.

- (p) **“CreateTO”** means CreateTO, the real estate agency of the City of Toronto launched on January 1, 2018 (which operated under the interim name Toronto Realty Agency), and which includes and joins together the Toronto Port Lands Company (**“TPLC”**) (formerly City of Toronto Economic Development Corporation (**“TEDCO”**)) and Build Toronto.
- (q) **“Detailed Budget”** has the meaning ascribed thereto in Section 5.01(c).
- (r) **“Designated Waterfront Area”** has the meaning ascribed to it in the Act, as further described in Schedule E.
- (s) **“Digital Governance Framework Principles”** means the digital governance framework principles attached hereto as Schedule I.
- (t) **“Dispute”** has the meaning ascribed thereto in Schedule F.
- (u) **“Enforcement Exceptions”** has the meaning ascribed thereto in Section 8.01(c).
- (v) **“FIPPA”** means the *Freedom of Information and Protection of Privacy Act* (Ontario) or a similar freedom of information law.
- (w) **“First Contribution Agreement”** has the meaning ascribed thereto in Section 4.01(a)(i).
- (x) **“First Funding Commitment”** has the meaning ascribed thereto in Section 5.02(a).
- (y) **“FOI Policy”** has the meaning ascribed thereto in Schedule H.
- (z) **“Framework Agreement”** has the meaning ascribed thereto in the Recitals.
- (aa) **“Funding Suspension”** has the meaning ascribed thereto in Section 9.03.
- (bb) **“Future Implementation Agreements”** has the meaning ascribed thereto in Section 2.01(b).
- (cc) **“Governmental Authority”** means any federal, provincial or municipal government, parliament or legislature, or any regulatory authority, agency, ministry, department, commission or board or other representative thereof, or any political subdivision thereof, or any court or (without limiting the foregoing) any other law-, regulation- or rule-making entity, in each case, having jurisdiction over the relevant circumstances, or any Person acting under the authority of any of the foregoing (including any arbitrator).
- (dd) **“Guiding Digital Design Principles”** has the meaning ascribed thereto in Schedule I.
- (ee) **“IGSC”** has the meaning ascribed thereto in Schedule J.
- (ff) **“Implementation Agreements”** has the meaning ascribed thereto in Section 2.01(b).
- (gg) **“Indemnified Party”** has the meaning ascribed thereto in Section 14.04(a).
- (hh) **“Indemnifier”** has the meaning ascribed thereto in Section 14.04(a).
- (ii) **“Initial Plan Milestones”** has the meaning ascribed thereto in Section 4.01(a).

- (jj) **“Intellectual Property”** or **“IP”** has the meaning ascribed thereto in Schedule G.
- (kk) **“Key Contracts”** means, in each case, as amended or supplemented from time to time, (i) the MOU, (ii) the Contribution Agreement, and (iii) the Communications Network Services Agreement, dated as of May 2, 2011 and as amended, originally between Waterfront Toronto, Beanfield Technologies Inc. and 2279745 Ontario Inc.
- (ll) **“Law”** means:
 - (i) any statute, law or proclamation or any delegated or subordinate legislation, including regulations and municipal bylaws;
 - (ii) any lawful requirement of a Governmental Authority (other than Waterfront Toronto); and
 - (iii) common law, including any judgment of a relevant court of law, board, arbitrator or administrative agency of competent jurisdiction that is binding and enforceable.
- (mm) **“License”** has the meaning ascribed thereto in Schedule G.
- (nn) **“Master Innovation and Development Plan”** or **“MIDP”** has the meaning ascribed thereto in the Recitals.
- (oo) **“MIDP Materials”** has the meaning ascribed thereto in Section 6.02(b).
- (pp) **“MIDP Scope”** means the outline setting forth the anticipated scope of the MIDP attached as Schedule B hereto.
- (qq) **“MIDP Site”** means the Designated Waterfront Area, as further described in Schedule E hereto.
- (rr) **“MIDP Targets”** has the meaning ascribed thereto in Schedule B.
- (ss) **“MOU”** means the Memorandum of Understanding, dated as of March 31, 2006, by and among Waterfront Toronto, the City of Toronto and TEDCO (which later became TPLC and then became part of CreateTO), as it may be amended or supplemented by Waterfront Toronto in accordance with the terms of this Agreement.
- (tt) **“Non-MIDP Site IP”** has the meaning ascribed thereto in Schedule G.
- (uu) **“Notice”** has the meaning ascribed thereto in Section 13.01.
- (vv) **“Notice of Claim”** has the meaning ascribed thereto in Section 14.04(d).
- (ww) **“Panel”** has the meaning ascribed thereto in Schedule I.
- (xx) **“Party”** means Sidewalk Labs or Waterfront Toronto and each of their respective successors and permitted assigns, and **“Parties”** means all of the foregoing.

- (yy) **“Person”** means an individual, a partnership, a corporation, a trust, an unincorporated organization, a government or any department or agency thereof and the heirs, executors, administrators or other legal representatives of an individual.
- (zz) **“Pilots”** has the meaning ascribed thereto in Schedule G.
- (aaa) **“Planning Materials”** has the meaning ascribed thereto in Schedule G.
- (bbb) **“Planning Initiatives”** means all actions, plans, studies, environmental assessments, surveys, memoranda of understanding, reports (including City Staff reports and recommendations therein and attachments thereto), term sheets, frameworks, Contracts (including contribution agreements, delivery agreements and, in each case, any statements of work thereunder or schedules or exhibits thereto) and other agreements or arrangements (whether written or oral, binding or non-binding, contingent or non-contingent) and similar initiatives prepared by or for, recommended to or by, reviewed by, submitted to, adopted by and/or approved by Governmental Authorities either (i) concerning the planning for, development of, ownership of, control of and/or use of any relevant lands located within the MIDP Site, or any portion thereof or assets thereon; or (ii) that could reasonably be expected to have an effect on the Project. By way of example (and without limitation to the scope of such term), the Planning Initiatives shall include the Port Lands Planning Framework, the Villiers Island Precinct Plan, modifications and/or amendments to the City of Toronto Official Plan and Central Waterfront Secondary Plan, the Port Lands and South of Eastern Transportation and Servicing Master Plan, the MOU and any other new or modified memoranda of understanding among the City of Toronto, CreateTO and Waterfront Toronto, the Contribution Agreement and all Port Lands Flood Protection and Enabling Infrastructure materials.
- (ccc) **“GR/PR Principles”** has the meaning ascribed thereto in Section 6.03(a).
- (ddd) **“Principal Implementation Agreements”** has the meaning ascribed thereto in Section 2.01(a).
- (eee) **“Procurement Principles”** has the meaning ascribed thereto in Schedule D.
- (fff) **“Products and Services”** has the meaning ascribed thereto in Schedule G.
- (ggg) **“Program”** has the meaning ascribed thereto in Schedule C.
- (hhh) **“Project”** means the creation of the MIDP and the Principal Implementation Agreements, and subject to the approvals herein contained, the implementation thereof.
- (iii) **“Project Management Committee”** has the meaning ascribed to it in Schedule F.
- (jjj) **“Project Steering Committee”** has the meaning ascribed to it in Schedule F.
- (kkk) **“Purposeful Solutions”** has the meaning ascribed thereto in Schedule D.
- (III) **“Quayside Parcel”** means the approximately 12 acres of land identified as the “Quayside Parcel” on Schedule E, inclusive of the water parcel commonly known as Parliament Slip

and any developable lands therein created by any roads closed or realigned or by any water parcels being filled.

- (mmm) **“Quayside WT”** means the portions of the Quayside Parcel owned by Waterfront Toronto.
- (nnn) **“Relevant Contract”** means any Contract, including all Key Contracts, whether in effect on the date hereof or whether becoming in effect prior to the expiration or termination of this Agreement, (i) to which Waterfront Toronto is a party or to which it or its assets or properties within the MIDP Site are bound or affected or (ii) relating to any portion of the MIDP Site (or assets thereon) and of which Waterfront Toronto is aware (other than as a result of publicly available information), in each case, that would materially affect the plans, ideas or other concepts intended to be included in the MIDP and/or relates to the planning, ownership, control, use, development or provision of services on any relevant lands located within the MIDP Site.
- (ooo) **“RFP”** has the meaning ascribed thereto in Section 1.04(a).
- (ppp) **“RFP Designation”** has the meaning ascribed thereto in Section 14.02(a).
- (qqq) **“RFP Submission Materials”** means the Initial Submission for the RFP submitted by Sidewalk Labs LLC dated April 21, 2017, including appendices and materials submitted therewith, and the Best and Final Offer submission for the RFP submitted by Sidewalk Labs LLC dated August 2017, including appendices and materials submitted therewith.
- (rrr) **“Second Contribution Agreement”** has the meaning ascribed thereto in Section 4.01(a)(i).
- (sss) **“Second Funding Commitment”** has the meaning ascribed thereto in Section 5.02(b).
- (ttt) **“Sidewalk Approval”** has the meaning ascribed thereto in Section 3.01(a).
- (uuu) **“Sidewalk Confidential Information”** has the meaning ascribed thereto in Schedule H.
- (vvv) **“Sidewalk Funding Commitment”** has the meaning ascribed thereto in Section 5.02(b).
- (www) **“Sidewalk Intellectual Property”** has the meaning ascribed thereto in Schedule G.
- (xxx) **“Sidewalk Team”** has the meaning ascribed thereto in Schedule F.
- (yyy) **“Site-Specific IP”** has the meaning ascribed thereto in Schedule G.
- (zzz) **“Term”** has the meaning ascribed thereto in Section 9.01(a).
- (aaaa) **“Testbed”** has the meaning ascribed thereto in Schedule G.
- (bbbb) **“Three Orders of Government”** means the federal government of Canada, the provincial government of Ontario and the municipal government of the City of Toronto.
- (cccc) **“Unique Purposeful Solution”** has the meaning ascribed thereto in Schedule D.

(dddd) “**Waterfront Toronto Design Review Panel**” means the advisory panel established by Waterfront Toronto to provide peer review and advice, as constituted from time to time.

(eeee) “**Waterfront Toronto Approval**” has the meaning ascribed thereto in Section 3.01(a).

(ffff) “**Waterfront Toronto Reimbursables**” has the meaning ascribed thereto in Section 5.01(b).

(gggg) “**Waterfront Toronto Intellectual Property**” has the meaning ascribed thereto in Schedule G.

(hhhh) “**WT Team**” has the meaning ascribed thereto in Schedule F.

1.02 **Schedules**

This Agreement is comprised of this executed agreement and the following schedules, all of which are hereby incorporated by reference into and form part of this Agreement:

Schedule A	Definitions and Interpretation
Schedule B	MIDP Scope
Schedule C	Budget
Schedule D	Procurement Principles
Schedule E	MIDP Site
Schedule F	Collaboration Principles
Schedule G	Intellectual Property Terms
Schedule H	Freedom of Information and Confidentiality Terms
Schedule I	Digital Governance Framework Principles
Schedule J	Communications and Government Relations Principles

1.03 **No Presumption**

Each of the Parties has participated in the drafting and negotiation of this Agreement. If an ambiguity or question of intent or interpretation arises, this Agreement must be construed as if it is drafted by all the Parties, and no presumption or burden of proof shall arise favoring or disfavoring any Party by virtue of authorship of any of the provisions of this Agreement.

1.04 **Interpretation**

Whenever the words “include,” “includes” or “including” are used in this Agreement, they shall be deemed to be followed by the words “without limitation.” The words “hereof,” “herein” and “hereunder” and words of similar import when used in this Agreement shall refer to this Agreement as a whole and not to any particular provision of this Agreement. All terms defined in this Agreement shall have the defined meanings when used in any certificate or other document made or delivered pursuant hereto unless

otherwise defined therein. References to a Person are to such Person and its successors, permitted assigns and heirs, executors and administrators. The definitions contained in this Agreement are applicable to the singular as well as the plural forms of such terms and to the masculine as well as to the feminine and neuter genders of such terms.

SCHEDULE B MIDP SCOPE

Capitalized terms used but not otherwise defined in this MIDP Scope shall have the meanings ascribed to such terms in the Plan Development Agreement.

1.01 Purpose of the MIDP

- (a) In developing the MIDP, the Parties wish to create a plan for the development of a place that achieves the shared objectives of Waterfront Toronto and Sidewalk Labs, including to (collectively, the “**MIDP Targets**”):
 - (i) Establish a complete community that improves quality of life and increases economic opportunity for a diverse population of residents, workers, and visitors;
 - (ii) Create a destination for people, companies, startups, and local organizations to advance solutions to the challenges facing cities, such as:
 - Jobs and Economic Opportunity
 - Climate Change
 - Affordability
 - Transportation, Mobility, and Congestion
 - Inclusivity and Diversity
 - (iii) Make Toronto a global hub for urban innovation with a specific focus to localize and maximize the economic development benefits associated with this objective;
 - (iv) Demonstrate how the thoughtful infusion of technology into best-in-class urban design can create communities that are better able to serve the needs of citizens;
 - (v) Serve as a model for climate-positive sustainable neighbourhoods throughout Toronto and cities around the world;
 - (vi) Create planning targets (massing, density, phasing and zoning) that reflect sound planning principles;
 - (vii) Create a financial plan and economic targets that set minimum expectations of land value and rates of return that work at different scales; and
 - (viii) Establish performance measures that if met justify replication of the development and innovation plan.

1.02 Creating the MIDP

To create a plan that meets the MIDP Targets, the Parties have established multiple working groups and “Pillars,” each with a focus on one or more of the MIDP Targets. Value will be created through an integrated, synergistic approach between the working groups as the Pillars are developed. The Parties will modify the scope or focus of the Pillars (and/or add or remove Pillars) as needed to achieve their shared goals. Each Pillar as of the date hereof is summarized below:

Pillar	Pillar/Working Group Goals and Subject Matter
1. Mobility	Deliver a safer mobility system that is truly competitive with the private automobile through approaches such as prioritizing pedestrian, cycling, and transit infrastructure; designing people-first streets that prioritize pedestrian safety and accessibility; encouraging shared new mobility options such as self-driving electric vehicles that reduce the need for car-ownership and street space devoted to parking and cars; and using real-time detection to optimize street space, dynamically allocate the roadway network and improve safety.
2. Public Realm	Deliver an enhanced public realm that is more usable, gets people outdoors more of the time, and is personalizable for a diverse community, by enabling the community to program the public realm in a way that responds to its needs; creating adaptable streets that can be quickly turned into comfortable pedestrian space; expanding the public realm into non-traditional spaces; creating an outdoor comfort system that mitigates the impact of wind, snow, and sun; and enabling real time management, maintenance and adaptation.
3. Buildings	Create new types of flexible and adaptable buildings that reduce costs and increase efficiency, sustainability, adaptability and affordability while still emphasizing architectural and design excellence.
4. Community & City Services	Foster a close-knit community that connects people to each other and to their environment using digital tools that enable a seamless interface between residents and service delivery, and empower trusted community providers to deliver more personalized services using secure data integrations and co-location.
5. Sustainability	Set a new standard for urban sustainability and a replicable path to climate-positive communities through approaches such as the reduction of building energy use via design and data-driven energy management, the recovery and reuse of waste energy, the generation of onsite renewable energy and transformation of organic waste into energy, active waste and water management, and an adaptable utilities network.
6. Digital Platform	Approach digital infrastructure in a holistic way and design it into the physical environment from the start, ensure adaptability over time, and enable urban data to be unified in a single place and make it open for anyone to use — including researchers, startups, government agencies, civic organizations, and residents — while setting a new standard for responsible data use that protects privacy.
8. Privacy & Data Governance	Create a responsible data use framework that sets a global standard by establishing consistent, scalable, state-of-the-art policies and processes around privacy, data governance, access to data, data ownership and stewardship, information and data security that are consistent with local values and priorities.
9. Pilots/Early Actions	Run technology pilots and create prototypes in Toronto prior to approval of the MIDP that test pillar hypotheses and advance the collective long-term vision of Waterfront Toronto and Sidewalk Labs.
10. Housing Affordability	Develop a toolkit to serve as a global example for the creation of affordable, diverse, mixed income, and multigenerational communities, composed of innovative programs, policies, business models, and existing programs that make housing more available and affordable for all Torontonians, and over time utilize pillar driven innovation to fundamentally lower the cost to deliver and occupy housing.
11. Economic Development & Urban Innovation Institute	Foster economic development, job creation, future skills preparation and generate prosperity by catalyzing a world leading cluster focused on urban innovation; build on the emerging economic clusters, job creators and entrepreneurial and commercial communities on the waterfront and across Toronto and Canada; create

	opportunities for entrepreneurial companies developing new technologies consistent with delivering the goals and objectives of the Project; and establish anchor drivers including the Google Canadian headquarters and an Urban Innovation Institute on the waterfront.
12. Development & Planning	Incorporate the physical manifestations of Pillar initiatives into a holistic and integrated planning and development process, and create strategies around project phasing, occupancy, statutory and regulatory matters, and implementation.

1.03 **Planning At Scale**

The MIDP will include both plans for the Quayside Parcel and plans at scale, including for the MIDP Site as required by the business analysis. The Parties acknowledge that the plans in the MIDP may explore lands not owned or controlled by the Parties.

Any proposed options at scale shall be subject to and closely tied to the achievement of the MIDP Targets and supported by robust business planning and financial analysis, taking into account the Parties' shared programmatic goals and the MIDP Targets, matters of financing and capital formation, anticipated absorption and economic impact, including estimates for job and economic growth, and through the development of business plans and financial models subject to various assumptions (including with respect to potential revenue streams and estimated costs, including of land) and showing various sensitivities and comparisons (including comparing to a baseline "market" / traditional developer scenario). To the extent these analyses demonstrate the need for scale the Parties will incorporate into the MIDP a set of proposed phases and sequencing to achieve such scale and, subject to obtaining necessary approvals, implement such MIDP.

Any implementation of the MIDP will be subject to Waterfront Toronto Approval and Sidewalk Approval, as well as various other conditions, including the receipt of any necessary governmental approvals and clearances and the receipt of any necessary approvals, agreements or consents with landowners or the other third parties.

The extent to and the manner in which successful solutions, processes and partnerships are carried forward into subsequent developments could be affected by requirements of the City of Toronto or other authorities or Waterfront Toronto becoming subject after the Effective Date to applicable procurement Laws.

1.04 **Regulatory Framework**

The Parties acknowledge that the MIDP will address existing applicable laws and the existing policy framework and will note places in which its plans may require revision of, or other approvals under, such existing applicable laws and existing policy framework, in which case the implementation of any such plans will be subject to the relevant Governmental Authorities making or granting such revision or approval. The MIDP will be developed through a process of co-creation and collaboration between the Parties, informed by a robust public engagement process and close collaboration with the City of Toronto and other governmental agencies and stakeholders.

SCHEDULE C BUDGET

Capitalized terms used but not otherwise defined in this Budget shall have the meanings ascribed to such terms in the Plan Development Agreement.

Expense	Estimated Amount
<p>(i) Design, Planning, Engineering & Technical Services:</p> <p>The creation of a comprehensive MIDP will require integrating all pillar strategies and other critical work streams into an overall program (the “Program”), inclusive of planning, engineering and design, the fidelity of which will vary based on scale. The Budget will account for all services associated with developing the Program and testing the physical manifestation of specific innovations. Costs include planning and preliminary design/engineering and technical feasibility analyses; consulting support to further pillar strategies; and further developing certain specific innovations or systems.</p>	US\$[21,570,000.00]
<p>(ii) Legal, Regulatory & Policy:</p> <p>Refining Waterfront Toronto and Sidewalk Labs’ joint vision for the MIDP and enabling a path to implementation will require a comprehensive understanding of the legal and policy implications of all pillar strategies and the development of a regulatory pathway including government participation for approval. Work in this category will facilitate the ability of Waterfront Toronto and Sidewalk Labs to develop a leading world view on data privacy and data governance, support membership and conference participation with industry groups, engage with local policy advisors, and offer ongoing legal counsel to inform the development for all pillar strategies and major work streams.</p>	US\$[2,664,000.00]
<p>(iii) Waterfront Toronto / Waterfront Toronto Reimbursables:</p> <p>A portion of the Budget will be dedicated to the costs (subject to Sidewalk’s confirmation of actual incurrence of such costs) of Waterfront Toronto resourcing, including compensation for new and existing Waterfront Toronto staff and supporting staff contributing to the Project, including community consultation expenses pursuant to the GR/PR Principles and related expenses for capacity building, travel expenses for staff, and shared occupancy of office space at 20 Bay Street, subject to the quarterly cap set forth to the right.</p>	US\$[4,468,000.00] (US\$[1,117,000.00] per quarter)
<p>(iv) Pilots:</p> <p>Prior to the completion and approval of the MIDP, Waterfront Toronto and Sidewalk Labs will use early actions/pilots to aim to familiarize Torontonians with Waterfront Toronto and Sidewalk Labs, build its local</p>	US\$[2,483,000.00]

Expense	Estimated Amount
presence, invite public engagement with the ideas proposed in the MIDP and further its technology development capability as well.	
<p>(v) Financial & Business Planning:</p> <p>Creating a MIDP for a financially viable Project will necessitate a number of expenses related to financial and business planning, including support for transaction diligence (tax and legal), appraisal and valuation advice, program development, financial modeling, market valuation and economic impact analyses as well as the development of financing and equity strategies and regulatory and compliance support.</p>	US\$[3,103,000.00]
<p>(vi) Facilities & Operations</p> <p>Ongoing operational support for Waterfront Toronto and Sidewalk Labs' specific to the creation of the MIDP will also be required, including travel and expenses, as well as costs related to setting up the necessary operations to support Waterfront Toronto and Sidewalk Labs staff in Canada—from costs associated with tax equalization, to the secondment process, to an HR/benefits system for Toronto-based employees.</p>	US\$[4,525,000.00]
<p>(vii) Communications, External Affairs & Engagement:</p> <p>A robust stakeholder engagement strategy that demonstrates Waterfront Toronto and Sidewalk Labs' joint vision and invites public and private stakeholders to engage with and contribute to the planning process is critical to the success of the Project. The Budget will seek to support four core components:</p> <ul style="list-style-type: none"> • <i>Stakeholder Engagement:</i> Stakeholder engagement, including private sector engagement, will seek to ensure support for the MIDP among key constituents in Toronto. Associated costs will support the formation of advisory boards, consultant support for communications, and all related marketing and partnership events. • <i>Public Engagement:</i> A comprehensive public engagement plan will invite Torontonians to provide feedback throughout the course of the creation of the MIDP and engage with Waterfront Toronto and Sidewalk Labs. Expenses will support a series of public events and programs, as well as the associated materials and promotion for each, including public talks, design charrettes, and the fellows program, among many other engagement activities. • <i>MIDP Production:</i> Completion and delivery of the MIDP will require a budget allocated to the production of the MIDP document(s) as well as the MIDP digital experience, the public launch of the MIDP, and associated events, videos 	US\$[11,187,000.00]

Expense	Estimated Amount
<p>and exhibits to bring ideas articulated in the MIDP to life.</p> <ul style="list-style-type: none"> • <i>307 Lakeshore Boulevard East:</i> 307 LSBE will be used to prototype the integration of Waterfront Toronto and Sidewalk Labs ideas at human scale while engaging the public in planning efforts. Costs associated with the development and delivery of the multi-purpose site include: <ul style="list-style-type: none"> ▪ <i>Prototyping:</i> Expenses to improve ideas through integrated prototyping. ▪ <i>Programming:</i> Costs associated with programming. ▪ <i>Occupancy & Operating:</i> Ongoing costs associated with developing and delivering 307 Lakeshore Boulevard East for the purposes above, including capex, leasing, and interim office space leasing. 	

SCHEDULE D PROCUREMENT PRINCIPLES

Capitalized terms used but not otherwise defined in these procurement principles (“**Procurement Principles**”) shall have the meanings given to them in the Plan Development Agreement.

1.01 Procurement Pre-Implementation Agreements

Prior to execution of the Implementation Agreements, Sidewalk Labs will conduct any procurement using the Sidewalk Funding Commitment in accordance with its bona fide internal procurement policies, which may provide for competitive procurement (including an invitational process soliciting bids from a set of qualified bidders) in appropriate circumstances and may provide for sole sourcing in appropriate circumstances. Sidewalk Labs will provide the Project Management Committee with appropriate updates with respect to and visibility into procurement using the Sidewalk Funding Commitment.

1.02 Procurement Post-Implementation Agreements

The Parties expect procurement related to the Project to help stimulate the economy and business growth in Toronto, Ontario, and Canada and deliver key economic and social benefits, including to enable Toronto to compete effectively with other top-tier global cities for investment, jobs and talent and facilitate an innovation ecosystem to help create opportunities for job creation, entrepreneurial enterprise and the growth of established industries.

With respect to procurement following execution of the Implementation Agreements, the Parties will include in such Implementation Agreements agreed fair and arms’-length procurement standards.

Such procurement standards to be incorporated into the Implementation Agreements will seek to balance – in the public interest – the use of market-based sourcing, on the one hand, and the direct facilitation of Purposeful Solutions for innovation, on the other hand, and will be informed by the following principles:

- *Consultation* – Sidewalk Labs and Waterfront Toronto will consult with one another on the strategies and processes related to procurement by Sidewalk Labs in connection with the Project;
- *Flexibility* – Sidewalk Labs’ procurement strategies and processes with respect to the Project will provide it with sufficient flexibility to conduct its operations, fulfill its obligations and attract third-party capital investment, if and as desired;
- *Value* – Sidewalk Labs’ procurement strategies and processes with respect to the Project will seek to optimize the terms (i.e., value for money) on which it procures goods and services;
- *Fairness* – Sidewalk Labs’ procurement strategies and processes with respect to the Project will be developed and conducted in a fair and unbiased manner; and
- *Compliance* – Sidewalk Labs will comply with all applicable procurement regulations and laws.

As contemplated by A1.c of the RFP and RFP Submission Materials, the MIDP will identify technological innovations that at the time of their development can objectively and impartially be shown to have no suitable alternatives available in the market (“**Purposeful Solutions**”), and the Implementation Agreements will generally contemplate competitive procurement processes, with limited exceptions

allowing for Sidewalk Labs or its affiliates to provide Purposeful Solutions, but only on a fair and demonstrably arms'-length basis.

SCHEDULE E MIDP SITE



SCHEDULE F

COLLABORATION PRINCIPLES

These Collaboration Principles are the principles related to day-to-day collaboration and oversight between Waterfront Toronto and Sidewalk Labs in developing the MIDP and the Principal Implementation Agreements. The Parties will work together to continue to refine the working relationship of the Parties throughout the evolution of the Project and the appropriate processes, approvals, involvement, visibility, consultations, oversight, rights, responsibilities and roles throughout. Capitalized terms used but not otherwise defined herein shall have the meanings ascribed to such terms in the Plan Development Agreement.

1.01 Day-to-Day Collaboration

- (a) Planning and development of the MIDP and the Principal Implementation Agreements will be managed through a jointly formed committee (the “**Project Management Committee**”) consisting of one senior project management representative of each of Waterfront Toronto and Sidewalk Labs.
- (b) Under the day-to-day direction of the Project Management Committee, Waterfront Toronto and Sidewalk Labs will:
 - (i) work as an integrated team, with the key employees of Waterfront Toronto engaged in the creation of the MIDP (the “**WT Team**”) working together with the key employees of Sidewalk Labs working on the creation of the MIDP (the “**Sidewalk Team**”);
 - (ii) work to capitalize on their respective skills and will agree on the members of the WT Team and Sidewalk Team;
 - (iii) establish and manage working groups and “Pillars” as set out in the MIDP Scope;
 - (iv) ensure that each major functional working group will include at least one representative or their approved designate from each organization;
 - (v) develop an open approach to collaborative working, with the Parties seeking to share and discuss work with sufficient opportunity for receiving and incorporating feedback; and
 - (vi) develop and operate through specific work programs, milestones and reporting formats for the creation and formation of the MIDP, including performance management, will be devised in a manner acceptable to both Waterfront Toronto and Sidewalk Labs.

1.02 Oversight

- (a) Waterfront Toronto and Sidewalk Labs will form an oversight committee (the “**Project Steering Committee**”) comprising an equal number of senior representatives of both parties including their respective CEOs. The Project Steering Committee will set strategy and high-level shared objectives and will be the formal decision-making venue for the partnership of the Parties. The Project Steering Committee will meet regularly (and, in any event, not less than monthly), to coordinate the Parties’ respective activities

regarding the Project and the Parties' respective obligations and activities under the Plan Development Agreement.

- (b) Reporting to the Project Steering Committee, the Project Management Committee will meet regularly (and not less than twice monthly) to manage the MIDP planning and development, agree on and direct public and government relations matters, review updates on expenditures of the Second Funding Commitment in accordance with the Detailed Budget and approve any deviations of more than CAN\$2,000,000 to any line item of the Detailed Budget.

1.03 **Dispute Resolution Processes**

- (a) The Parties recognize that disagreements or differences (collectively, a “**Dispute**”) between the Parties may arise from time to time under this Agreement and desire to establish procedures to guide the resolution of such Disputes in an expedient and friendly manner without resort to arbitration, litigation or other formal proceedings.
- (b) If a Dispute arises between the Parties under the Plan Development Agreement, and the Parties do not resolve some or all of the Dispute through informal discussions among the relevant representatives involved, then: (a) either Waterfront Toronto may give Sidewalk Labs a written notice, or Sidewalk Labs may give Waterfront Toronto a written notice, as applicable, requesting initiation of these dispute resolution procedures with respect to such particular Dispute; (b) promptly following such notice, the Project Steering Committee will meet to discuss and attempt to resolve the Dispute; (c) if the Dispute is not adequately addressed within 20 days of such notice by the Project Steering Committee, the respective CEOs of Sidewalk and Waterfront Toronto agree to meet to discuss and attempt to resolve the Dispute, including in person if necessary; (d) if the Dispute is not adequately addressed within 20 days of discussion by the CEOs, the parties shall, within 10 business days, mutually agree on a third-party mediator, and discuss and attempt to resolve such Dispute through mediation; and (e) if the Dispute is not adequately addressed after one mediation session, either Party may provide written notice to the other party of its intent to terminate the Plan Development Agreement.
- (c) All information exchanged during such discussions and negotiations regarding a Dispute following a written notice requesting initiation of these dispute resolution procedures with respect to such Dispute will be regarded as “without prejudice” communications for the purpose of any settlement negotiations in connection with such Dispute and will be treated as confidential information subject to the terms of Article IX of the Plan Development Agreement. However, evidence that is independently admissible or discoverable shall not be rendered inadmissible or non-discoverable by virtue of its use during such discussions and negotiations.

SCHEDULE G INTELLECTUAL PROPERTY TERMS

Capitalized terms used but not otherwise defined in this Schedule G shall have the meanings ascribed to them in the Plan Development Agreement.

1. Principles and Process

In the MIDP, and the related Implementation Agreements, the Parties will address their rights and responsibilities around various items of intellectual property as generally described in Section 2 below (“**Intellectual Property**” or “**IP**”) that will be relevant to the MIDP and any subsequent activity on the MIDP Site. The MIDP and/or related Implementation Agreements will also address the reasonable issues and concerns of various third-party stakeholders in the MIDP Site ecosystem, in order to ensure that the principles surrounding IP help to facilitate the various goals and objectives that the Parties have for the community. This Schedule G sets out some general principles that will be used to approach those IP-related questions. As part of the MIDP process, the Implementation Agreements will contain definitive provisions dealing with these IP questions.

2. Types of Intellectual Property

Several types of IP are relevant to the relationship between the Parties. There will be copyright material, in the form of written and other creative work product, including the MIDP itself, as well as other planning-related material, such as design documents, studies, and the like (broadly speaking, the MIDP and related materials will comprise (i) urban planning-related materials (“**Planning Materials**”), and (ii) high level specifications for certain products and services that could be used at the MIDP Site (“**Products and Services**”). A variety of Products and Services can be envisaged, including those directed to end users and consumers, and those that are more like “enabler” technologies, which then facilitate other services – different types of IP might therefore direct different principles on ownership, use and compensation. Other types of Intellectual Property may arise in the course of the MIDP, including data. There may be some inventions originated by either Party, or by the Parties acting jointly, that could be subject to patent protection. Also, certain new brands may be designed by the Parties, again either by one or other Party, or both Parties acting jointly, that may be subject to trademark protection.

3. Multiple and Diverse IP-Related Value Drivers

The Parties acknowledge that each Party may add value to an element of IP other than through participating in its authoring in the traditional manner. For example, while Sidewalk Labs may bring value by bringing its experiences and learnings accumulated in other markets outside of the Greater Toronto Area, Waterfront Toronto may bring value by providing, among other things, a meaningful test bed and product/service trial venue at the MIDP Site (“**Testbed**”), or by allowing developers of Products and Services to have responsible access to datasets necessary or useful to the design or prototyping of Products and Services. Any agreements of the Parties with respect thereto will be included in the Implementation Agreements.

4. Mutual Notification of Intellectual Property

The Parties will be open with each other about IP-related matters. At least once each month, or at such intervals as otherwise may be agreed between the Parties, the Parties will meet to disclose to each other the IP related to MIDP Site, or that could become part of Products or Services, any Site-Specific IP or joint Co-Created IP or the IP they are planning to commence work on in the next three months. In these meetings, the Parties will jointly determine and document what category of IP each development will

come under, for purposes of Sections 5, 6 and 7 below and schedule the IP accordingly. Communications will be conducted in such a manner to protect a Party's right to file for patent protection if applicable and shall not require disclosure of IP that falls outside of Site Specific IP or Co-Created IP specific to the MIDP Site.

5. Ownership of Intellectual Property

Each Party will at all times continue to own its pre-existing IP, as well as any IP that it creates as a part of its business not specific to the MIDP Site or, in the case of Sidewalk, independent of the specifications or specific requirements of the MIDP Site or outside of the MIDP Site relationship ("**Non-MIDP Site IP**"). Where the two Parties jointly participate (or expressly engage others to create for them jointly) in the creation of IP ("**Co-Created IP**"), the ownership or rights in that IP will be determined with regard to the Parties' relative contributions to the creation of that Co-Created IP, as may be agreed by the Parties. The Parties recognize that Co-Created IP may be jointly owned, or may be owned by one Party, with or without rights granted to the other Party – as may be determined in accordance with the MIDP or Implementation Agreements, as applicable. Also, "**Site-Specific IP**" may be created, which means IP that:

- a. is specifically and exclusively related to the MIDP Site;
- b. involves any physical, geotechnical and environmental surveys and/or reports of the existing conditions, any architectural plans or drawings, and/or related work product that is produced for the exclusive use of the Parties by a third-party consultant; and
- c. is produced solely (A) based on the specifications or the specific requirements of the respective MIDP Site property and (B) for the purposes of the Project during the period commencing October 16, 2017 and terminating on the date that the Plan Development Agreement shall expire or be terminated.

"Site-Specific IP" shall include only the final versions of the items mentioned in this paragraph and not any prior drafts or preliminary materials that are not otherwise incorporated or used by the Parties.

"Site-Specific IP" does not include Non-MIDP Site IP or Co-Created IP or any other IP produced, used, licensed and/or owned by either Party.

Any dispute regarding ownership or rights will be resolved in accordance with the Collaboration Principles.

For the avoidance of doubt, no IP shall be Co-Created IP or Site-Specific IP unless and until the Parties mutually agree in writing that such IP constitutes Co-Created IP or Site-Specific IP, respectively.

6. Use of Intellectual Property

The Implementation Agreements will set out what use rights Waterfront Toronto will have in Sidewalk Labs' Non-MIDP Site IP utilized at the MIDP Site, and what use rights either Party will have in Co-Created IP and Site-Specific IP.

Waterfront Toronto, on behalf of its public stakeholders, will seek to ensure that the public is reasonably compensated for the opportunities Waterfront Toronto may make available to Sidewalk Labs (including use of the Testbed) to test and bring to market at scale Products and Services that contain Sidewalk Labs'

Non-MIDP Site, Co-Created IP and Site-Specific IP. Any such compensation is subject to agreement in the Implementation Agreements.

Generally, under the Implementation Agreements, Waterfront Toronto will not have rights to use Sidewalk Labs' Non-MIDP Site IP, except to the extent the Parties agree that it is embedded in Co-Created IP or Site-Specific IP. With respect to jointly owned Co-Created IP, Waterfront Toronto may have the right to use Co-Created IP in order to bring it to market, if Sidewalk Labs decides not to do so, subject to the terms that the Parties' agree to in the process described in Section 4.

7. Compensation from Intellectual Property

The Implementation Agreements will set out what compensation, if any, will be paid to the Parties in respect of the various types of IP discussed above and the Parties' respective rights and contributions therein.

8. Use of Site-Specific IP by Waterfront Toronto

If the PDA is terminated pursuant to Section 9.01 of the Plan Development Agreement, Waterfront Toronto will have an irrevocable, perpetual, royalty free, non-sub-licensable, non-exclusive license to use the Site-Specific IP in the Designated Waterfront Area

In such circumstances, Sidewalk Labs agrees to use commercially reasonable efforts to seek reliance letters, as required, from any relevant counterparties in order to entitle Waterfront Toronto to rely on such Site-Specific IP.

9. Commercialization of IP

The Implementation Agreements will include further agreements and other terms and conditions around commercialization of specific IP.

10. Pilots

The Parties will work together to determine IP terms if relevant to pilot projects that may be demonstrated by Sidewalk Labs at the MIDP Site ("**Pilots**"), with the terms taking into consideration the relative contribution levels of the Parties to the Pilots. No terms will need to be determined for Sidewalk Labs' Non-MIDP Site IP or pilots to the extent that they embody Sidewalk Labs Non-MIDP Site IP.

11. IP In Context

The Parties acknowledge that the issues outlined above must be considered in the MIDP and the Implementation Agreements in the context of other important matters to be considered in the MIDP, including issues related to land valuation, procurement, etc.

SCHEDULE H

FREEDOM OF INFORMATION AND CONFIDENTIALITY

Capitalized terms used but not otherwise defined in this Schedule H shall have the meanings ascribed to them in the Plan Development Agreement.

1.03 Freedom of Information and Confidentiality Policies

(a) Sidewalk Labs acknowledges that Waterfront Toronto has adopted a freedom of information policy (“**FOI Policy**”) under which it has committed to make certain information available to requesting parties, subject to certain exceptions. A copy of the FOI Policy is available at: <http://www.waterfronttoronto.ca/nbe/portal/waterfront/Home/waterfronthome/about-us/accountability/policies>.

(b) In accordance with the FOI Policy, all financial or commercial information of Sidewalk Labs that is supplied in confidence to Waterfront Toronto, including trade secrets, scientific, technical and labour relations information (collectively, “**Sidewalk Confidential Information**”) previously or hereafter supplied by or on behalf of Sidewalk Labs to Waterfront Toronto or its representatives in connection with the Framework Agreement or the Plan Development Agreement, is exempt from disclosure under the FOI Policy and will not be disclosed by Waterfront Toronto, and Waterfront Toronto will ensure that none of its members, directors, affiliates or representatives disclose the Sidewalk Confidential Information to any person other than to Waterfront Toronto’s advisors, except as set out herein, otherwise agreed in writing or required by applicable Law.

(c) Sidewalk Confidential Information shall not include any information that: (a) is or subsequently becomes generally available to the public through no fault of Waterfront Toronto; (b) Waterfront Toronto has or knew at the time of disclosure or subsequently acquires by lawful means, in each case from a third party who did not provide such information to Waterfront Toronto (i) in breach of confidentiality obligations to Sidewalk Labs, or (ii) on a confidential basis; or (c) is independently developed by Waterfront Toronto without reference to any Sidewalk Confidential Information or to any Co-Created IP or to any Site-Specific IP.

(d) Sidewalk Labs shall ensure that all Sidewalk Confidential Information is appropriately marked as “confidential” to indicate that it is financial or commercial information (including trade secrets, scientific, technical and labour relations information) and has been provided in confidence.

(e) Sidewalk Labs shall acknowledge that under the FOI Policy, portions of records containing Sidewalk Confidential Information may be disclosed by Waterfront Toronto to the extent such portions do not contain Sidewalk Confidential Information, Co-Created IP or Site-Specific IP and are not otherwise exempt from disclosure under the FOI Policy.

(f) If Waterfront Toronto receives a request for access to information that includes Sidewalk Confidential Information, Co-Created IP or Site-Specific IP, Waterfront Toronto shall:

- (i) give prompt written notice to Sidewalk Labs of the request and the Sidewalk Confidential Information, Co-Created IP or Site-Specific IP that Waterfront Toronto considers to be within the scope of the request;
- (ii) allow Sidewalk Labs twenty days to make representations to Waterfront Toronto as to why the Sidewalk Confidential Information, Co-Created IP or Site-Specific IP in question should not be released (in whole or in part), including

representations substantiating that such Sidewalk Confidential Information is in fact financial or commercial information of Sidewalk Labs that is supplied in confidence to Waterfront Toronto (including trade secrets, scientific, technical and labour relations information);

- (iii) make a decision with respect to the disclosure of the relevant Sidewalk Confidential Information, Co-Created IP or Site-Specific IP, acting reasonably and in good faith, taking into consideration the representations of Sidewalk Labs; and
- (iv) inform Sidewalk Labs of its decision and, if applicable, disclose the relevant information in accordance with the process set out in the FOI Policy.

(g) Waterfront Toronto further agrees not to disclose records containing information that is mutually generated by Waterfront Toronto and Sidewalk Labs without Sidewalk Labs' prior written consent and agreement with respect to reasonable restrictions on use and sharing, and the application of safeguards to protect, such information, and to notify Sidewalk Labs of any breaches, subject to and in accordance with the FOI Policy.

(h) Sidewalk Labs agree that that all financial or commercial information of Waterfront Toronto that is supplied in confidence to Sidewalk Labs, including trade secrets, scientific, technical and labour relations information, to the extent not otherwise available in the public domain, will not be disclosed by Sidewalk Labs, and Sidewalk Labs will ensure that none of their respective members, directors, affiliates or representatives disclose any such confidential information to any person other than to Sidewalk Labs' advisors or affiliates, except as set out herein, otherwise agreed in writing or required by applicable Law.

1.04 Freedom of Information and Protection of Privacy Act

(a) Sidewalk Labs acknowledges that Waterfront Toronto may become subject to FIPPA. In providing any Sidewalk Confidential Information to any Government Authority (including to any shareholder of Waterfront Toronto), Waterfront Toronto will make such Governmental Authority aware of the confidential nature of such Sidewalk Confidential Information and shall use commercially reasonable efforts to obtain such Governmental Authority's agreement not to disclose such Sidewalk Confidential Information other than as contemplated by the terms of the Plan Development Agreement (including to comply with Section 1.03(f) of this Schedule as if such Governmental Authority were Waterfront Toronto) or as required by applicable Law.

(b) If Waterfront Toronto receives any request for information under FIPPA for access to any record(s) containing or based on Sidewalk Confidential Information, Co-Created IP, Site-Specific IP or other information provided by or on behalf of Sidewalk Labs, or mutually generated by Waterfront Toronto and Sidewalk Labs, the terms and conditions of Section 1.03(f) of this Schedule shall apply (substituting the term "FIPPA" for the term "FOI Policy").

1.05 Compliance with FOI Policy or FIPPA

(a) Waterfront Toronto shall not be deemed to be in breach of the Plan Development Agreement, and shall have no liability to any Party, for disclosure of any information in good-faith compliance with its FOI Policy or, if applicable, FIPPA.

(b) Sidewalk Labs acknowledges that decisions by any of the Three Orders of Government to disclose information related to the Project pursuant to a request made under to FIPPA, shall be made in consultation with Waterfront Toronto and Sidewalk Labs, but that following such consultation the ultimate decision to disclose such information will be made by the applicable one of the Three Orders of Government.

1.06 **Public Release of Plan Development Agreement and Framework Agreement**

The Parties agree that immediately following execution of the Plan Development Agreement, the Plan Development Agreement, including all schedules thereto, shall be made publicly available by posting the Plan Development Agreement and its schedules to the “Documents” section of each of the Sidewalk Toronto and Waterfront Toronto websites. The Parties further agree that the Framework Agreement including all schedules thereto, which shall be superseded in its entirety upon execution of the Plan Development Agreement pursuant to Section 14.04 thereof, shall also be made publicly available by posting the Framework Agreement and its schedules to the “Documents” section of each of the Sidewalk Toronto and Waterfront Toronto websites.

SCHEDULE I

DIGITAL GOVERNANCE FRAMEWORK PRINCIPLES

The intent of these initial Digital Governance Framework Principles is to set the values that underpin the design and development of the Master Innovation and Development Plan. The purpose is to ensure that digital innovations and solutions protect personal privacy and civil liberties while providing shared benefits, including as an economic catalyst for open innovation, and to inform the broader public policy dialogue on digital technology and data. Exigent circumstances impacting these principles or matters arising from conflicting principles will be adjudicated in a transparent manner. Capitalized terms used but not otherwise defined herein shall have the meanings ascribed to them in the Plan Development Agreement.

All work contemplated for the Project will proceed in a manner consistent with applicable legislation (as amended from time to time), including but not limited to:

- *Canadian Charter of Rights and Freedoms*
- *Personal Information Protection and Electronic Documents Act (PIPEDA) (Canada)*
- *Privacy Act (Canada)*
- *Municipal Freedom of Information and Protection of Privacy Act (Ontario)*
- *Freedom of Information and Protection of Privacy Act (Ontario)*

This Digital Governance Framework Principles contains the following guiding digital design principles (the “**Guiding Digital Design Principles**”):

1. Personal privacy, civil society protections and technological sovereignty

- An unwavering commitment to ethical use of technology and data consistent with Canadian values.
- Data protection rules and measures that go beyond the current legislative requirements and create the most privacy protected/citizen-centered set of policies and governance structures in the world, recognizing privacy as a fundamental human right.
- Explore novel forms of data governance, such as (a) an independent data trust with representation by both data subjects and citizens more generally. The trust could carry a fiduciary responsibility to serve and balance data subject and public interest within a framework that treats privacy from both a public as well as a private good perspective.
- Assurance that concerns that the Project could result in surveillance are meaningfully addressed.
- Any form of surveillance of individuals will be identified and assessed with respect to risks to human or democratic rights, remedied where necessary. These practices will be periodically reviewed in a transparent and accountable manner to ensure the highest standards of rights protections are achieved and maintained.

- Assurance that concerns about the potential misuse of data, including data collected in the public realm, are addressed proactively by fulfilling individuals' rights to access and review their data.
- Specific measures to ensure transparency of collection, use, retention and disclosure of personal data; minimisation of collection, use, retention and disclosure to what is necessary for the provision of the services and benefits individuals.
- Appropriate use of de-identification, edge technologies, and other leading edge technological protections to ensure privacy is protected.
- Allow individuals access to their own personal data to review it and have it corrected or deleted as appropriate.
- Meaningful, informed consent and opt-out provisions.
- A fundamental commitment to inclusive design and bridging all aspects of the digital divide (e.g., socio-economic, skills-based, mobility, etc.).
- An overarching commitment to leveraging this Project to enhance capacity, including efforts to improve digital literacy and skills.

2. Data governance and stewardship that ensures both data/information sovereignty protection and innovation

- Clear and robust structures of accountability for the safe use of data including open protocols and rules, to ensure public policy objectives are met.
- Best practice approaches to authorized data use and intellectual property practices so to not inadvertently undermine Guiding Digital Design Principles.
- Careful use of aggregated data, and algorithmic transparency to avoid bias or marginalization of members or groups of the population.
- Reasonable limits on use of even aggregated data.
- Novel ownership structures for non-personal data, and associated open protocols and rules, to ensure public policy objectives are met, including access by and potential ownership of data by Waterfront Toronto, the City of Toronto, Province of Ontario or Government of Canada or other such third parties as deemed appropriate by the Parties. Data ownership will be addressed in greater detail through the MIDP.

3. Data sovereignty; storage and routing

- Granular policies regarding data sovereignty and routing that are informed by legislative requirements, global best practices and project objectives (e.g., potential research and development exemptions, support escalation requirements, etc.), which policies would be adopted and made public.
- Jurisdictional localization and equivalent protection provisions consistent with Canadian data protection laws will be incorporated.

4. Serve as an enabler/catalyst for open innovation

- Foster the development of global standards for urban digital architectures including by designing systems/platforms to be open by default – minimal proprietary architecture to be deployed, as disclosed and demonstrated as necessary, in order to foster innovation, promote competition, create freedom of consumer choice.
- Ensure that protocols, standards and operating agreements do not foster monopolies, barriers to entry or lock-in (including to Sidewalk Labs and affiliates).

5. Responsive/agile policy framework to adapt to new realities

- Ensure products and policies are being designed to adapt quickly to both legislative modernization and unforeseen issues that impact the perceived/real safety or security of institutions and citizens.

6. Ensure a secure environment for all products and services

- Ensure that all data collected is secure.
- Ensure that all infrastructure and solutions are resilient.

7. Responsible Data Use

- Implement a citizen and public interest centred approach to responsible data use.
- Ensure digital principles are transparent, open and always implemented in a way that will foster community trust.

The Guiding Digital Design Principles of this Digital Governance Framework will apply to all aspects of the development of the Project.

Digital Strategy Advisory Panel

The Digital Strategy Advisory Panel (the “**Panel**”) will advise Waterfront Toronto on matters related to digital and innovative technology. The Panel was established June 7, 2018 to help ensure the protection of public interest and to encourage innovation.

The Panel is an arms-length body intended to help guide Waterfront Toronto on how best to incorporate data privacy, digital systems, and the safe and ethical use of new technologies. The design and structure of proposed digital solutions, including the use of collection and use of data, and innovations proposed to be implemented in the MIDP will be subject to review and recommendation by the Panel. The Panel will also ask, more fundamentally, “just because new technology or data use can be created, should it be?”

The mandate of the Panel is to provide Waterfront Toronto with objective, expert advice to ensure that principles of ethical use of technology, accountability, transparency, protection of personal privacy, data governance and cyber security are upheld. While the Panel’s advice is non-binding, its deliberations will be an important element in Waterfront Toronto building the trust it requires with civil society to achieve the social license necessary for a successful, and ethical, digital layer to be fostered as part of the Project. In addition to the Panel, Waterfront Toronto will continue to work closely with governments and policy

makers, the public, industry experts, and external legal counsel, to help coordinate the rules and accountability protocols that will be integral to the success of these initiatives.

The Panel includes Canadian and international subject matter specialists from academia, industry, the civic technology community and legal experts. Information about the panel can be found online at <https://waterfrontoronto.ca/nbe/portal/waterfront/Home/waterfronthome/about-us/who-we-are/digital+strategy+advisory+panel+members>.

SCHEDULE J

COMMUNICATIONS AND GOVERNMENT RELATIONS PRINCIPLES

Capitalized terms used but not otherwise defined in these Communications and Government Relations Principles (the “**GR/PR Principles**”) shall have the meanings ascribed thereto in the Plan Development Agreement.

ARTICLE 1 - INTRODUCTION

1.01 Preamble

(a) Waterfront Toronto and Sidewalk Labs have entered a bold, first of its kind, and innovative approach to city-building to deliver transformative benefits in quality of life to a diverse set of residents, workers, and visitors in Toronto. This requires the collaboration of Waterfront Toronto and Sidewalk Labs to develop the MIDP.

(b) Communications are vitally important to the mission and vision of the MIDP and contribute directly to the trust and engagement of the public and government stakeholders. The Parties’ shared objective is to provide timely, accurate, and high-quality information about plans, progress, and initiatives in connection with the MIDP, allowing for effective public engagement.

1.02 Purpose; Scope

(a) This Agreement is intended to (1) clarify roles and responsibilities of the Parties, (2) enable clear, consistent and coordinated communications to the public and government stakeholders to meaningfully engage with them regarding the public policy implications of the innovations being proposed in the MIDP, (3) build public and stakeholder trust and understanding of the MIDP, (4) enhance communications processes to facilitate efficient organizational performance, and (5) provide appropriate visibility into external communications for each Party, including of the Waterfront Toronto Board, employees, and government stakeholders.

(b) These GR/PR Principles are consistent with and will be informed by Waterfront Toronto’s well-established public engagement and government relations practices and successful approach/track record on stakeholder engagement, which are anchored by seven principles: (1) Accountability, (2) Clarity, (3) Timeliness, (4) Openness and Inclusivity, (5) Flexibility, (6) Coordination, and (7) Evaluation.

(c) These GR/PR Principles will guide the planning, development, and implementation of all communications activities related to the development of the MIDP.

1.03 Messaging – Form, Content and Timing

(a) The Project Management Committee will review twice monthly public relations and government relations matters including content development, approvals timing, approvals status. The Project Management Committee will be the venue through which the Parties share information and coordinate on public relations and government relations matters as contemplated by these GR/PR Principles.

(b) Waterfront Toronto and Sidewalk Labs will jointly coordinate all media relations and responses to public requests related to the MIDP.

(c) Any public communications and materials related to the MIDP must be jointly approved by both Parties, including announcements and information posted on the Sidewalk Toronto website, with such materials circulated in advance to provide enough time for staff to review and comment on content, and for proper approvals.

(d) For message clarity, meeting materials related to the MIDP must be approved in advance by both Waterfront Toronto and Sidewalk Labs prior to any public meetings. No information related to the MIDP will be presented to the public or in a media release unless it has been approved by Waterfront Toronto and Sidewalk Labs, both in form and content.

(e) A jointly developed “rolling” communications plan will form the foundation for all public communications related to the MIDP.

(f) Communications with the public related to the MIDP, either orally or written (including electronic or in the form of promotional materials), will comply with these GR/PR Principles.

ARTICLE 2— PUBLIC ENGAGEMENT

2.01 Public Engagement, Social Media and Media Relations

(a) Engaging the Broader Public

Public engagement is instrumental in creating a MIDP that reflects the priorities of the communities it will affect. Broader public input will be sought in various forms, including public roundtables, as summarized below and set out in the Parties’ shared engagement plan included on the Sidewalk Toronto website. Information about the date and location of these events will be listed on the Sidewalk Toronto website.

An urban installation and interactive showcase, located at 307 Lake Shore Boulevard East, was opened to the public on June 16, 2018, to serve as a unique physical location where the public can learn more about the Parties’ ideas and vision and can share their own thoughts and feedback on the Project.

(b) Sharing Information

News and updates on the Project, as well as feedback and input obtained from consultations, will be shared with the public through four main methods:

- (1) community engagement (e.g., dissemination of information in public forums, public talks);
- (2) media releases (e.g., press releases, news articles);
- (3) social media outlets (e.g., Facebook, Twitter, Instagram); and
- (4) the Sidewalk Toronto website, which is expected to include publication of outputs from research, polls and surveys.

(c) Roles and Responsibilities—Public Engagement

The table below sets out the roles and responsibilities of the Parties for the various aspects of their public engagement strategy, subject to coordination through and guidance by the Project Management Committee:

Engagement Forum	Lead*	Description
Public Roundtables	Waterfront Toronto	Opportunity for the public to be kept up-to-date on the Parties' progress, to work in small facilitated groups, and to help shape the Parties' plans and goals, challenging assumptions and refining their thinking during key phases in the creation of the MIDP.
Design Jams/Design Charettes	Waterfront Toronto	Working alongside subject matter experts, such as architects and planners, examine specific elements of the Parties' potential plan and suggest ways to improve design and architectural elements.
CivicLabs	Waterfront Toronto	Detailed exploration of issues facing cities, such as mobility, housing and inclusion, and brainstorm of possible solutions that can be piloted by the Parties.
Neighbourhood Meetings	Waterfront Toronto	Partnered events with local organizations and community associations to share updates on the MIDP, answer questions and seek feedback.
Pop-Ups	Waterfront Toronto	A range of pop up activities that will bring conversations into vibrant public spaces in neighborhoods outside of the waterfront in an engaging and meaningful way throughout the summer months and beyond.
Advisory Working Groups	Sidewalk Labs	Six advisory working groups comprising local subject matter leaders as well as community members to meet with project team members and advise on: Sustainability, Public Realm, Housing Affordability, Community Services, Data Governance, and Mobility.
Reference Panel	Sidewalk Labs	A 36-person panel of residents from across the city representing the diversity of Toronto to help provide policy and planning guidance and insights.
Sidewalk Talks	Sidewalk Labs	Special dialogues with leading researchers, writers, architects, technologists, ethicists and planners on topics related to the future of cities that are relevant to the Project but not Project related.
307 Lakeshore	Sidewalk Labs	Showcase for urban living technologies, cultural programming, and interactive exhibits and workshops to learn more and help shape the MIDP.
Social Media	Co-Lead	Facebook, Twitter, and Instagram accounts relating to the Project will be maintained. In addition, Waterfront Toronto maintains its own social media channels, including a blog, and Sidewalk Labs likewise maintains its own social media channels. These channels will continue to exist in parallel. To bring clarity, the table below sets out the Parties' social media strategy.

* For the purposes of these GR/PR Principles, the Parties envision co-creation and collaboration throughout their public engagement strategy, and joint approval of public communication materials related to the MIDP, including topics and meeting materials for the above.

(d) Social Media Strategy

The public engagement calendar and attendant communications plan will influence the Parties' social media strategy and set guidelines for timing, spacing, and intensity of social content, which has the following goals and objectives:

Goals	Objectives
INFORM To be the community's key source of information on the Project	<ul style="list-style-type: none">▪ Use channels to share events, meetings, updates, and announcements with the public▪ Enhance and highlight important Project/event features (recap videos, highlight reels, spotlights, summaries of events)▪ Share public engagement milestones, stories, and successes
ENGAGE To listen to the community, respond, and provide opportunities to be involved	<ul style="list-style-type: none">▪ Provide opportunities for the public to participate and engage online (e.g. livestreams, tweet chats, Reddit Q&A)▪ Responsive and engaged community management; respond to comments, engage in online conversation▪ Listen and learn from public feedback, ensuring participant opinions/comments are acknowledged
GROW To grow reach and network across a diversity of audiences	<ul style="list-style-type: none">▪ Proactively reach out to a diverse set of online constituencies▪ Draw people from throughout the Greater Toronto & Hamilton Area and Ontario to in-person events, so digital relationships extend to real-world relationships

ARTICLE 3 - GOVERNMENT

3.01 **Government Relations**

(a) Waterfront Toronto and Sidewalk Labs will jointly communicate with government bodies at the municipal, provincial, and federal levels at regular intervals throughout the development of the MIDP.

(b) Waterfront Toronto is accountable to its government stakeholders, and this accountability will be maintained throughout the development of the MIDP. Sidewalk Labs acknowledges that Waterfront Toronto may be required to meet its government stakeholders without notice.

(c) Waterfront Toronto will continue its responsibility to provide updates to the Intergovernmental Steering Committee (the "IGSC") on the development of the MIDP. The IGSC working group will meet regularly, and Waterfront Toronto will provide updates and seek input from all orders of government, in close coordination with Sidewalk Labs, on the Project. This group will act as a coordination vehicle for reviewing, evaluating, and providing input on the MIDP and the Principal Implementation Agreements.

(d) In addition, the development of the MIDP may involve meetings with Canadian government boards, agencies, and commissions.

(e) Where a meeting is initiated by Waterfront Toronto or Sidewalk Labs in connection with the MIDP, the initiating Party will notify and coordinate messaging with the other.

(f) Where a meeting is initiated by a government directly to one of Waterfront Toronto or Sidewalk Labs regarding the MIDP, the Party receiving the invitation will notify the other and, if appropriate and desired, coordinate a joint meeting.

(g) For purposes of these Principles, a “meeting” is with an office holder or senior public official and can be in person or by teleconference.

(h) Communications to and from governments regarding the MIDP will be shared, and responses coordinated, between Waterfront Toronto and Sidewalk Labs.



Responsible Data Use Policy Framework

1 May 2018
Version 0.2



Responsible Data Use Policy Framework

Version 0.2

Sidewalk Toronto is a joint effort by Waterfront Toronto and Sidewalk Labs to create a new kind of complete community on Toronto's waterfront that combines cutting-edge technology and forward-thinking urban design to help address major challenges of urban growth, from sustainability to affordability to economic opportunity. We believe Sidewalk Toronto can provide a global model for future cities to build on.

Data has an important part to play in bringing this vision to life. First, data can power tools that improve the day-to-day operation of a neighbourhood and make it more responsive to local needs. Second, access to data can enable the community—including researchers, startups, civic organizations, and residents—to develop new tools and services for itself, creating a virtuous cycle of urban innovation.

Cities—and businesses operating in cities—have long collected data to help address challenges and provide better services, from mapping the spread of disease to fielding noise complaints via 311 to monitoring public safety with closed-circuit cameras. Often, these efforts happen in the absence of a meaningful public dialogue or policy framework, leaving people with valid concerns about the impact on their personal privacy.

So while privacy concerns around urban data are not new, we believe that Sidewalk Toronto has a unique opportunity—and a core responsibility—to innovate not just on how data will be used, but on how its use will be governed.

Process and Guiding Principles

The Sidewalk Toronto planning process will result in a “Master Innovation and Development Plan,” released at the end of 2018, that will lay out detailed programmatic plans for the waterfront. One important component of the plan will be a Responsible Data Use Policy, which will govern the collection and use of data.

To help develop this policy, and to receive guidance on a full range of issues relating to responsible data use, Sidewalk Toronto has convened a Data Governance Advisory Working Group made up of independent experts and community representatives. This group will work alongside other project advisors, including Dr. Ann Cavoukian, three-term Information and Privacy Commissioner of Ontario; Chantal Bernier, former interim Privacy Commissioner of Canada; and Waterfront Toronto's Digital Strategy Advisory Panel.

Sidewalk Toronto's Responsible Data Use Policy will build on the strong foundation established by Canadian privacy laws and aim to realize their spirit and content more fulsomely than any other project to date, as well as building on [recent recommendations](#) by federal and provincial Canadian privacy regulators. It will be a product of ongoing, comprehensive engagement and consultation with Canadian experts, stakeholders, and the public—a living document that evolves with the project itself.

Responsible Data Use Policy Framework

Version 0.2

Our early work with these advisors, together with feedback gathered as part of the Sidewalk Toronto public engagement process, has led to the development of a set of principles that will inform decisions on how the community's data and information is responsibly collected, stored, used, processed, and secured:

- **Beneficial purpose.** Data collection and use should be purposeful, intentional, and tightly connected to the ultimate benefit that we are striving to achieve. We will not collect data for the sake of having data.
- **Transparent.** We will be transparent about what we are collecting and why, clearly explain the intended benefit of that data use, and communicate any changes.
- **Open.** Whenever possible and without compromising personal privacy, we will seek to make the data collected as part of Sidewalk Toronto open and accessible, with the goal to enable innovation and entrepreneurship.
- **Proactive engagement.** We will proactively engage the community on data use and will continue to listen and learn from the community as we grow and develop.
- **Community trust.** We want the community to trust that our projects, products, and services are developed with its needs in mind. Having good data-handling practices and minimizing breaches of trust is therefore integral to our development process.
- **People first.** Our people-first approach to responsible data use will apply Canadian values of diversity, inclusion, and privacy as a fundamental human right.

In addition, based on work with advisory groups and public feedback, we have determined that the Responsible Data Use Policy will have four main areas of focus:

1. **Privacy** is about individual control over how personal information is collected, used, and shared.
2. **Data stewardship** is about the use, control, ownership, and storage of data.
3. **Access to data** deals with questions of how broadly and on what terms data is made available.
4. **Data security** is about protecting data and minimizing the potential for breaches.

Responsible Data Use Policy Framework

Version 0.2

Commitments and Open Questions

Our collaborative work on the first of these areas, privacy, has advanced sufficiently for us to make a number of commitments. Our work in the other areas remains in development but is being guided by some critical questions we continue to explore in consultation with the public and our expert advisory groups.

Privacy

Privacy is about individual control over how personal information is collected, used, and shared. Different rules and protections may apply to different kinds of data, depending on the extent to which individuals can be identified from the data. Sidewalk Toronto will, however, implement appropriate guidelines and policies governing the use of all data, including data that is not personal information, such as environmental data.

With respect to privacy, Sidewalk Toronto makes the following commitments:

- We will always inform individuals of how and why their personal information is being collected and used, and we will do so in a way that is proactive, clear, and easy to understand.
- We will embed data privacy into everything we do from the very start, an approach known as [Privacy by Design](#).
- If a service to which you opt in requires individual identification, you will have meaningful control over how your information is used. Otherwise, data that includes personal information will be “de-identified” by default— anonymized and designed not to trace back to any individual.
- We will seek meaningful consent from individuals and honour their choices.
- We will conduct privacy impact and threat risk assessments to help ensure that privacy and security risks are identified and adequately addressed in the design of new technologies and programs.
- We will publish summaries of the privacy implications of key initiatives in advance, as guided by the Data Governance Advisory Working Group.
- We will not sell personal information to third parties, or use it ourselves for advertising purposes.

In addition to these commitments, we continue to explore several questions related to privacy, including:

- *What does “meaningful consent” look like with data collected in the public realm—for instance, with cameras located at intersections to help improve street safety?*
- *Are there some types of collection and uses of personal information that should never be considered?*
- *How can we plan to improve digital literacy so all stakeholders—including individuals, government, and companies—better understand the benefits and their choices?*

Responsible Data Use Policy Framework

Version 0.2

Data Stewardship

Data stewardship is about the use, control, ownership, and storage of information. It includes considerations such as governance (who oversees decisions related to data use), data residency (where data is stored), and usage terms (how data is licensed or shared). A strong policy on data stewardship must thoughtfully balance public and individual interests.

The questions on data stewardship that we are exploring include:

- *What are some conventional approaches to data ownership in cities, and what are their strengths and weaknesses?*
- *What responsibilities come with “owning” data (such as security or infrastructure maintenance)?*
- *What are the technological, economic, and security-related advantages and disadvantages of requiring data to be stored in Canada?*
- *Are there viable innovative models of governing urban data, such as establishing a non-profit data trust that oversees decisions?*
- *If an independent entity such as a data trust were to exist, what impact might that review process have on the speed of innovation?*

Access to Data

Access to data deals with questions of how broadly and on what terms data is made available. Open access encourages participation, innovation, learning, and improvements in all aspects of public life while also discouraging lock-in around specific products or companies (including our own). To achieve that goal, Sidewalk Toronto envisions a digital platform governed by open standards, providing well-designed, well-documented, and well-supported APIs to third-party developers.

The questions on access to data that we are exploring include:

- *What processes should be used to decide what data is made public, and how can these processes address privacy and public safety concerns?*
- *How could an open data protocol for Sidewalk Toronto complement the city’s existing Open Data Catalogue?*
- *How do we encourage a vibrant startup community while making sure it uses data in ways that benefit neighbourhoods?*
- *What is the right balance to strike between making data broadly available and ensuring that entrepreneurs have the necessary incentives to set up shop and develop intellectual property as part of Sidewalk Toronto?*

Responsible Data Use Policy Framework

Version 0.2

Data Security

Data security is about protecting data and minimizing the potential for breaches. We will work with best-in-class security solutions and partners to protect data that has been collected, and require anyone who uses this platform to meet the same high standard of security. We will welcome third-party audits of our security and de-identification protocols.

The questions on data security that we are exploring include:

- *What are strategies for achieving both open digital infrastructure and best-in-class security?*
- *How do we make our systems easily auditable and transparent?*
- *How do we enforce a rigorous security policy without creating a barrier to entry for startups?*
- *What type of transparency should exist around security threats or breaches?*

Share Your Thoughts

We welcome your comments, questions, and feedback on this policy framework at one of our upcoming [Sidewalk Toronto](#) public consultation programs or via email at privacy@sidewalktoronto.ca.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: August 28, 2018 2:32 PM
To: 'Edward Chalupka'
Subject: RE: PLFP-QS Key Milestones August 2018.pptx

Perfect. Call at 613-948-9481

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: August 28, 2018 2:24 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: PLFP-QS Key Milestones August 2018.pptx

2:30? Just finishing something up. I can call you.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Tuesday, August 28, 2018 2:16 PM
To: Edward Chalupka <██████████@waterfrontoronto.ca>
Subject: RE: PLFP-QS Key Milestones August 2018.pptx

Got a few minutes to chat?

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: August 23, 2018 4:36 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: PLFP-QS Key Milestones August 2018.pptx

Nancy, Shawn –

As discussed attached is a high level milestone timeline for Port Lands Flood Protection and Quayside.

Let me know your thoughts.

Ed

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 4, 2018 12:05 PM
To: 'Edward Chalupka'
Cc: Tippins, Shawn (INFC)
Subject: RE: time for a call today?

2pm works. I'll set up an invite. In the meantime, any chance you could give an email heads up to whomever confirming that – as previewed - our DM would welcome a tour of 307 Lakeshore on Thursday a.m.. Shawn and I will be accompanying her. We land around 10a.m. so perhaps a tour from 10:30-11:30?

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: September 4, 2018 11:58 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Re: time for a call today?

Sorry in a meeting at that time. Only slot I have is from 2-3 today.

Get [Outlook for Android](#)

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Tuesday, September 4, 2018 11:02:00 AM
To: Edward Chalupka
Cc: Tippins, Shawn (INFC)
Subject: time for a call today?

Hi Ed,

Any chance we could steal 30 minutes of your time for a call around 12:00 or 12:30 today?

Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
 Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-854-8418

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
 Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-854-8418

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 4, 2018 2:34 PM
To: Edward Chalupka
Subject: Re: Running late: 10 minutes

Thanks and sorry about that. [REDACTED] Should be off in the next 5.

Sent from my BlackBerry 10 smartphone on the Rogers network.

Original Message

From: Edward Chalupka
Sent: Tuesday, September 4, 2018 2:26 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: RE: Running late: 10 minutes

Just tried calling - no answer. Give me a shout when you are back at your desk. [REDACTED]

-----Original Message-----

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Tuesday, September 4, 2018 2:11 PM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Running late: 10 minutes

I will be 10 minutes late for "WT call with INFC"

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 4, 2018 6:48 PM
To: 'Edward Chalupka'
Subject: RE: Call with Michael

OK thx

From: Edward Chalupka [mailto: [REDACTED]@waterfronttoronto.ca]
Sent: September 4, 2018 4:57 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Call with Michael

Likely Jesse Shapins – Director of Public Realm at SWL but not clear yet.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Tuesday, September 4, 2018 4:30 PM
To: Edward Chalupka < [REDACTED]@waterfronttoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Call with Michael

Good to know - thanks!

Any update on who will lead the 307 tour?

From: Edward Chalupka [mailto: [REDACTED]@waterfronttoronto.ca]
Sent: September 4, 2018 4:21 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Call with Michael

Nancy – there is a meeting scheduled between Michael and Kelly Thursday from between 1-2 Pm.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 5, 2018 10:50 AM
To: 'Edward Chalupka'
Subject: RE: 307

Sorry – could you ask they also send to Kelly as well (Kelly.gillis@canada.ca)

From: Edward Chalupka [mailto: [REDACTED]@waterfrontoronto.ca]
Sent: September 5, 2018 10:40 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: 307

Have forwarded the time change and request to SWL – I will let you know when I hear back.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Wednesday, September 5, 2018 10:32 AM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Subject: RE: 307
Importance: High

10:15-11:15 officially confirmed. Would SWL be able to send a calendar invite to my DM's office with all the relevant details (would be to line.geerts@canada.ca, nancy.faraday-smith@canada.ca and shawn.tippins@canada.ca)?

If not ideal, we could send one their way but would still need details re: SWL participants (who to send to) and where exactly to meet (e.g., lobby of 307?).

Thanks!

From: Edward Chalupka [mailto: [REDACTED]@waterfrontoronto.ca]
Sent: September 5, 2018 7:28 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: 307

Don't think it will be a problem but will wait for confirmation from you.

Fyi Dan's schedule changed and he will not be able to meet the deputy unfortunately.

Ed

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From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Tuesday, September 4, 2018 9:12:07 PM
To: Edward Chalupka
Subject: 307

██████████ DM asking if 10:15-11:15 possible for 307 tour. Don't change officially yet but question has been asked.

N

Sent from my BlackBerry 10 smartphone on the Rogers network.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 5, 2018 6:12 PM
To: Edward Chalupka
Subject: Re: 307

Invite happily received - with thanks

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Edward Chalupka
Sent: Wednesday, September 5, 2018 6:09 PM
To: Faraday-Smith, Nancy (INFC)
Subject: Fwd: FW: 307

Nancy. Note that the deputy is confirmed for 10:15 tomorrow morning at 307. Jesse Shapins director of public real and design and Lauren Skelly director of public affairs will lead the tour.

Believe they sent an invite already. Can you confirm ?

Ed

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From: Lauren Skelly
 Sent: Wednesday, September 5, 5:58 PM
 Subject: Re: FW: 307
 To: Edward Chalupka
 Cc: John Brodhead, Habon Ali, Maya Borgenicht

Yes, Jesse and I will guide.

On Wed, Sep 5, 2018 at 5:57 PM Edward Chalupka [REDACTED]@waterfrontoronto.ca> wrote:

Are we all set for tomorrow morning at 10:15?

Thanks

Ed

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On Wed, Sep 5, 2018 at 11:30 AM John Brodhead <jb@sidewalklabs.com> wrote:
 adding Lauren - is 10:15 ok?

On Wed, Sep 5, 2018 at 10:39 AM Edward Chalupka

[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)> wrote:

See below... feds have asked for the tour of the deputy to begin at 10:15 AM instead of 10:30. Doable?

Also see email thread below. Can you or someone from SWL send an email invite to the emails below with all the relevant details. Presume Jesse is leading the tour?

Thanks

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

Sent: Wednesday, September 5, 2018 10:32 AM

To: Edward Chalupka <[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>

Subject: RE: 307

Importance: High

10:15-11:15 officially confirmed. Would SWL be able to send a calendar invite to my DM's office with all the relevant details (would be to line.geerts@canada.ca, nancy.faraday-smith@canada.ca and shawn.tippins@canada.ca)?

If not ideal, we could send one their way but would still need details re: SWL participants (who to send to) and where exactly to meet (e.g., lobby of 307?).

Thanks!

From: Edward Chalupka

[mailto:[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)]

Sent: September 5, 2018 7:28 AM

To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

Subject: Re: 307

Don't think it will be a problem but will wait for confirmation from you.

Fyi Dan's schedule changed and he will not be able to meet the deputy unfortunately.

Ed

Get [Outlook for Android](#)

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

Sent: Tuesday, September 4, 2018 9:12:07 PM

To: Edward Chalupka

Subject: 307

[REDACTED] DM asking if 10:15-11:15 possible for 307 tour.
Don't change officially yet but question has been asked.

N

Sent from my BlackBerry 10 smartphone on the Rogers network.

--

Lauren Skelly
Director of External Affairs

c [REDACTED]
e [REDACTED]@sidewalklabs.com

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 6, 2018 10:03 AM
To: Edward Chalupka
Subject: Re: tour

All good - had only been expecting the folks on the invite.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Edward Chalupka
Sent: Thursday, September 6, 2018 10:01 AM
To: Faraday-Smith, Nancy (INFC)
Subject: tour

Not sure if you were expecting me or anyone from WT today for the tour but wanted to close the loop to let you know that I/we are unable to attend.

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 10, 2018 9:55 AM
To: 'Edward Chalupka'; Tippins, Shawn (INFC)
Subject: RE: Running behind.

No problem

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: September 10, 2018 9:54 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Running behind.

Can I push to 10:15 please?

Get [Outlook for Android](#)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 10, 2018 10:20 AM
To: 'Edward Chalupka'
Subject: Want to give me a call when you're ready?

Call 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 19, 2018 10:40 AM
To: 'Lisa Taylor'; Mary Anne Santos; David Stonehouse; Mike Yu; Brett Howell; Tippins, Shawn (INFC); Campbell, Glenn (INFC); Nassif, Marie-Pier (INFC); Morin, Kathy (INFC); Catalina.Manning@ontario.ca; Ren, Wendy (MOI); Matharu, Krishen (INFC); Coffin, Erin (INFC); Whitehead, Cam (MOI)
Cc: David Kusturin; Marisa Piattelli; Meg Davis; Edward Chalupka; Leslie Gash; Adhish Risbud; Julius Gombos
Subject: RE: Preliminary Long Term Plan (LTP) Discussion with Governments (OWG) - Materials

Hi Lisa,

Thanks for the helpful clarification. Much appreciated.

Nancy

From: Lisa Taylor [mailto:LTaylor@waterfronttoronto.ca]
Sent: September 18, 2018 3:26 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Mary Anne Santos [REDACTED]@waterfronttoronto.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Mike Yu [REDACTED]@toronto.ca>; Brett Howell [REDACTED]@toronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>; Catalina.Manning@ontario.ca; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Matharu, Krishen (INFC) <krishen.matharu@canada.ca>; Coffin, Erin (INFC) <erin.coffin@canada.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>
Cc: David Kusturin <DKusturin@waterfronttoronto.ca>; Marisa Piattelli <[REDACTED]@waterfronttoronto.ca>; Meg Davis <MDavis@waterfronttoronto.ca>; Edward Chalupka <[REDACTED]@waterfronttoronto.ca>; Leslie Gash <LGash@waterfronttoronto.ca>; Adhish Risbud <[REDACTED]@waterfronttoronto.ca>; Julius Gombos <JGombos@waterfronttoronto.ca>
Subject: RE: Preliminary Long Term Plan (LTP) Discussion with Governments (OWG) - Materials

Hi Nancy

We will not be releasing another version of the deck. We will consider and incorporate relevant feedback from governments into the draft Five Year Strategic Business Plan document.

With respect to the October 11 Board meeting, the Five Year Plan will be part of the **closed session** (i.e. not in public). The Board will be receiving a draft of the Five Year Plan itself. This will be posted one week before the Board meeting on Thursday October 4, 2018.

I hope this helps.

Thanks

Cheers

Lisa

lisa taylor | chief financial officer | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 ltaylor@waterfronttoronto.ca | www.waterfronttoronto.ca

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

Sent: Tuesday, September 18, 2018 12:15 PM

To: Mary Anne Santos <[REDACTED]@waterfrontoronto.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Mike Yu <[REDACTED]@toronto.ca>; Brett Howell <[REDACTED]@toronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>; Catalina.Manning@ontario.ca; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Matharu, Krishen (INFC) <krishen.matharu@canada.ca>; Coffin, Erin (INFC) <erin.coffin@canada.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>

Cc: Lisa Taylor <LTaylor@waterfrontoronto.ca>; David Kusturin <DKusturin@waterfrontoronto.ca>; Marisa Piattelli <[REDACTED]@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Leslie Gash <LGash@waterfrontoronto.ca>; Adhish Risbud <[REDACTED]@waterfrontoronto.ca>; Julius Gombos <JGombos@waterfrontoronto.ca>

Subject: Re: Preliminary Long Term Plan (LTP) Discussion with Governments (OWG) - Materials

Hi Mary Ann -

INFC doesn't have anything further to add except to reinforce our comments shared during the call.

In terms of next steps, will we see another version of the deck?

For the WT board meeting October 11th, will the 5-year Plan be part of the public agenda? Also, will the Board be seeing the deck or a draft of the Plan itself? [REDACTED]

Thanks in advance for any clarity you can provide,
Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Mary Anne Santos

Sent: Monday, September 17, 2018 10:21 AM

To: David Stonehouse; Mike Yu; Brett Howell; Tippins, Shawn (INFC); Campbell, Glenn (INFC); Nassif, Marie-Pier (INFC); Morin, Kathy (INFC); Catalina.Manning@ontario.ca; Faraday-Smith, Nancy (INFC); Ren, Wendy (MOI); Matharu, Krishen (INFC); Coffin, Erin (INFC); Whitehead, Cam (MOI)

Cc: Lisa Taylor; David Kusturin; Marisa Piattelli; Meg Davis; Edward Chalupka; Leslie Gash; Adhish Risbud; Julius Gombos

Subject: RE: Preliminary Long Term Plan (LTP) Discussion with Governments (OWG) - Materials

Hi to all,

Just sending a **reminder re: sending any further comments** on the September 5th LTP discussion materials **by today, September 17th**.

Please let us know if you have any questions.

Thanks.

Mary Anne

From: Mary Anne Santos

Sent: Friday, September 7, 2018 2:52 PM

To: 'David Stonehouse' <David.Stonehouse@toronto.ca>; Mike Yu <[REDACTED]@toronto.ca>; 'Brett Howell' <[REDACTED]@toronto.ca>; 'shawn.tippins@canada.ca' <shawn.tippins@canada.ca>; 'glenn.campbell@canada.ca' <glenn.campbell@canada.ca>; 'marie-pier.nassif@canada.ca' <marie-pier.nassif@canada.ca>; 'kathy.morin@canada.ca' <kathy.morin@canada.ca>; 'Catalina.Manning@ontario.ca' <Catalina.Manning@ontario.ca>; 'Faraday-Smith, Nancy (INFC)' <nancy.faraday-smith@canada.ca>; 'Ren, Wendy (MOI)' <Wendy.Ren@ontario.ca>; 'Matharu, Krishen (INFC)' <krishen.matharu@canada.ca>; 'Coffin, Erin (INFC)' <erin.coffin@canada.ca>; 'Whitehead, Cam (MOI)' <Cam.Whitehead@ontario.ca>

Cc: Lisa Taylor <LTaylor@waterfrontoronto.ca>; David Kusturin <DKusturin@waterfrontoronto.ca>; 'Marisa Piattelli' <[REDACTED]@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Leslie Gash <LGash@waterfrontoronto.ca>; Adhish Risbud <[REDACTED]@waterfrontoronto.ca>; Julius Gombos <JGombos@waterfrontoronto.ca>

Subject: RE: Preliminary Long Term Plan (LTP) Discussion with Governments (OWG) - Materials

Hi to all,

Thanks again for your comments during our discussion last Wednesday. In case you have **any further comments**, we would appreciate if you can **let us know by September 17th** (Monday).

Please let us know if you have any questions.

Thanks.

Mary Anne

From: Mary Anne Santos

Sent: Wednesday, September 5, 2018 12:57 PM

To: Lisa Taylor <LTaylor@waterfrontoronto.ca>; David Kusturin <DKusturin@waterfrontoronto.ca>; Marisa Piattelli <[REDACTED]@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Leslie Gash <LGash@waterfrontoronto.ca>; Adhish Risbud <[REDACTED]@waterfrontoronto.ca>; Julius Gombos <JGombos@waterfrontoronto.ca>; 'David Stonehouse' <David.Stonehouse@toronto.ca>; Mike Yu <[REDACTED]@toronto.ca>; 'Brett Howell' <[REDACTED]@toronto.ca>; Carol Mercer <carol.mercer@ontario.ca>; Kekanovich, Lynn (MOI) <Lynn.Kekanovich@ontario.ca>; 'shawn.tippins@canada.ca' <shawn.tippins@canada.ca>; 'glenn.campbell@canada.ca' <glenn.campbell@canada.ca>; 'marie-pier.nassif@canada.ca' <marie-pier.nassif@canada.ca>; 'kathy.morin@canada.ca' <kathy.morin@canada.ca>; 'Catalina.Manning@ontario.ca' <Catalina.Manning@ontario.ca>; 'Faraday-Smith, Nancy (INFC)' <nancy.faraday-smith@canada.ca>; 'Ren, Wendy (MOI)' <Wendy.Ren@ontario.ca>; 'Matharu, Krishen (INFC)' <krishen.matharu@canada.ca>; 'Coffin, Erin (INFC)' <erin.coffin@canada.ca>; 'Whitehead, Cam (MOI)' <Cam.Whitehead@ontario.ca>

Subject: Preliminary Long Term Plan (LTP) Discussion with Governments (OWG) - Materials

Hi to all,

Attached is the presentation deck for this afternoon's preliminary LTP discussion with governments. Thanks.

Mary Anne

mary anne santos | director, financial planning | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 20, 2018 9:51 AM
To: 'Edward Chalupka'
Cc: Tippins, Shawn (INFC); Kristina Verner
Subject: RE: DSAP Civic Labs dates

Thanks Ed. We aim to be present so appreciate your offer to keep us apprised.

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: September 19, 2018 5:39 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>
Subject: RE: DSAP Civic Labs dates

Nancy – we have three dates tentatively scheduled for the Civic labs:

- Oct 3rd
- Nov 7th
- Dec 5th

The October date is going to slip (for a variety of reasons). So the first meeting will then be November 7th. We will of course find a date in the new year to compensate for the loss of the Oct 3rd date. Nothing has been carved in stone yet but will keep you apprised of when things are firmed up.

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Tuesday, September 18, 2018 10:07 AM
To: Edward Chalupka <██████████@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>
Subject: DSAP Civic Labs dates

Hi Ed,

Could you advise on the (revised) dates for the upcoming DSAP Civic Labs? I understand that these may have shifted from what had been originally planned.

I was in Toronto yesterday attending the "Trust & Privacy" roundtable session that Innovation, Science and Economic Development had organized as part of its national Data & Digital Consultations (I had shared info on same earlier). ██████████ was there from Sidewalk.

Best,
 Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 26, 2018 4:58 PM
To: 'Edward Chalupka'
Cc: Tippins, Shawn (INFC)
Subject: RE: time for a call next week?

Friday at 11 it is. I'll send an invite for you to call me on my line.

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: September 26, 2018 2:51 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: time for a call next week?

Hoe about Friday at 11... I am tied up at 4 today.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Wednesday, September 26, 2018 11:19 AM
To: Edward Chalupka <██████████@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Re: time for a call next week?

Hi Ed -

Best if we speak first. I have time tomorrow at 4pm and Friday at 11am.

Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Edward Chalupka
Sent: Tuesday, September 25, 2018 12:20 PM
To: Faraday-Smith, Nancy (INFC)
Subject: RE: time for a call next week?

Nancy –

Yes lets find some time to catch up. As part of the call Meg Davis (our CDO) and I would like to speak to you and Glenn regarding the feds (all orders of government) participation in a review panel for Quayside.

The PDA, as you know, raises the idea that to achieve some of the objectives of the MIDP Sidewalk Labs may investigate planning at scale within the DWA. The PDA also states that any proposed options at scale will be supported by a robust business planning and financial analysis.

WT has not yet received a comprehensive proposal from Sidewalk Labs on what aspects of the project may require scale and how that is supported by the business plan, however, we are expecting a proposal in mid to late October. It is likely that the proposal will impact policies of the three orders of government. As a result, WT will require direct input and review from the three orders of government. In order to facilitate this, we are proposing to set up a review panel, led by

Waterfront Toronto, and including members of our government partners – for the federal government we are thinking it should be yourself and Glenn - in order to allow Sidewalk Labs to make proposals directly to a panel that has the authority to deliberate and provide direction. It will be important to get timely feedback on which proposals require more research and development and if there are any proposals that should not be pursued.

Waterfront Toronto would chair and coordinate the panel and with governments, develop a terms of reference and roles and responsibilities for the review process.

Perhaps you could provide a couple of times this week that work for you and Glenn so we can discuss this further.

Thanks
Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Friday, September 21, 2018 5:15 PM
To: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>
Subject: time for a call next week?

Just 20 mins to get caught up on a few things coming out of our tri-government working group call this week.

Have a great weekend,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
 Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
 Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: September 28, 2018 10:33 AM
To: Edward Chalupka
Cc: Tippins, Shawn (INFC)
Subject: Re: Can we push our call to 11:15?

No problem

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Edward Chalupka
Sent: Friday, September 28, 2018 10:32 AM
To: Faraday-Smith, Nancy (INFC)
Subject: Can we push our call to 11:15?

Please?

Ed

edward.chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: September 28, 2018 12:31 PM
To: Faraday-Smith, Nancy (INFC)
Subject: FW: Revised Port Lands Cash Flows

-----Original Message-----

From: Matharu, Krishen (INFC)
 Sent: September 28, 2018 12:30 PM
 To: Mary Anne Santos <[REDACTED]@waterfrontoronto.ca>
 Cc: Coffin, Erin (INFC) <erin.coffin@canada.ca>; Soler, Roger (INFC) <roger.soler@canada.ca>; McCallum, Robert (INFC) <robert.mccallum@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
 Subject: RE: Revised Port Lands Cash Flows

Hi Mary Anne,

Based on the revised Cashflow it appears that essential WT has evened out provincial and city funding to increase those contribution amounts in 2022/23 and 2023/24. No changes have been made to the federal Cashflow and amounts. However, there are couple of items perhaps you can help clarify:

1) Under the row #1: "Expenditures" - these don't align with the (total) funding row below; should the forecast in expenditures not mirror the funding amounts?
 Also, the \$1.185 amount is stretched out to 2028, where do you anticipate getting the \$6.25M annually for years 2024-2028? How comes this is not reflected in the funding row?

2) Under row #2: "Funding" - can you explain how you reached the cumulative amounts?

3) Under row #3: "Provincial Milestone 1. Cumulative City + Federal Funding" - can you explain how you reached the cumulative amounts?

Thank you,

Krishen Matharu
 Program Analyst
 Program Operations Branch
 Infrastructure Canada | Government of Canada krishen.matharu@canada.ca | Tel: 613-960-9494

-----Original Message-----

From: Mary Anne Santos [mailto:[REDACTED]@waterfrontoronto.ca]
 Sent: September 27, 2018 10:52 AM
 To: David Stonehouse <David.Stonehouse@toronto.ca>; Mike Yu <[REDACTED]@toronto.ca>; Brett Howell <[REDACTED]@toronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Catalina.Manning@ontario.ca; Ren, Wendy (MOI <Wendy.Ren@ontario.ca>; Matharu, Krishen (INFC)

<krishen.matharu@canada.ca>; Coffin, Erin (INFC) <erin.coffin@canada.ca>; Whitehead, Cam (MOI
<Cam.Whitehead@ontario.ca>

Cc: David Kusturin <DKusturin@waterfrontoronto.ca>; Lisa Taylor <LTaylor@waterfrontoronto.ca>; Julius Gombos
<JGombos@waterfrontoronto.ca>; Adhish Risbud [REDACTED]@waterfrontoronto.ca>; [REDACTED]
[REDACTED]; Sampada Chandane [REDACTED]@waterfrontoronto.ca>

Subject: Revised Port Lands Cash Flows

Hi to all,

Attached is a further revised Port Lands cash flows which reflects timing adjustments to the Provincial and City funding schedule between 2021/22 to 2023/24, relative to the version of the cash flows presented during the ESC meeting on September 18th. Note that changes made are still within the annual funding limits stipulated in the Port Lands Contribution Agreement.

Would appreciate concurrences from all the levels of government if the revised forecast for the Port Lands funding schedule is acceptable.

Please let us know if you have any questions/comments.

Thanks.

Mary Anne

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 2, 2018 5:03 PM
To: 'Edward Chalupka'
Subject: RE: Port Lands Flood Protection - Drop-in Centre

Thanks Ed.

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: October 2, 2018 3:26 PM
To: David Stonehouse <David.Stonehouse@toronto.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Cameron MacKay <CMacKay@waterfrontoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: FW: Port Lands Flood Protection - Drop-in Centre

FYI – See below.

Ed

From: Mira Shenker
Sent: Monday, October 1, 2018 5:20 PM
To: Linden, Robert (MOI) <Robert.Linden@ontario.ca>; MacGillivray, Lauren (MOI) <Lauren.MacGillivray@ontario.ca>; Deborah Blackstone <Deborah.Blackstone@toronto.ca>; Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>
Cc: Edward Chalupka <██████████@waterfrontoronto.ca>
Subject: Port Lands Flood Protection - Drop-in Centre

Hi all,

I wanted to let you know that we'll be opening a temporary drop-in centre to give members of the public another opportunity to view the displays from our July 2018 public meeting. This includes a 20' x 20' model of the Port Lands and display boards with project background. The drop-in will be located at 200 Queens Quay East. Drop-in hours will be Thursdays (4:30pm-8:30pm) and Sundays (12:00pm-5:00pm) October 4-November 4, staffed by WT. We'll be promoting the drop-in hours mostly on social media.

In addition to displays, we'll be offering a handful of technical presentations in the space – this is an opportunity to take a deeper dive into some of the innovative technologies and design approaches being applied to this project. It will give us an opportunity to unpack some of the project's more complicated features, leading to a more informed and engaged public. The schedule of presentations is currently being finalized, and I will follow up with more details soon.

Please let me know if you have any questions about this, or if you'd like us to share draft content for our social media promotion with you so that you can share across your networks.

I'd like to suggest that we set a meeting for next week to review the communications rollout for PLFP. Are folks available for a call next week?

Best,

Mira

mira shenker | project communications manager | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
[REDACTED] mshenker@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 3, 2018 2:02 PM
To: Edward Chalupka
Subject: Re: 2 Pm call.

We just realized that too! We'll call Meg's office

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Edward Chalupka
Sent: Wednesday, October 3, 2018 2:00 PM
To: Faraday-Smith, Nancy (INFC)
Subject: 2 Pm call.

I just realized that the invite says call in details to follow.

What's the best number for us to call you and Glenn at? If it is easier you can call meg's office at [REDACTED]

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 4, 2018 11:30 AM
To: 'Edward Chalupka'
Subject: RE: DSAP

OK great

From: Edward Chalupka [mailto: [REDACTED]@waterfrontoronto.ca]
Sent: October 4, 2018 11:29 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: DSAP

Kristina and I are going to call you know.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, October 4, 2018 11:28 AM
To: Edward Chalupka [mailto: [REDACTED]@waterfrontoronto.ca]
Subject: RE: DSAP

How about right now

From: Edward Chalupka [mailto: [REDACTED]@waterfrontoronto.ca]
Sent: October 4, 2018 11:26 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>
Subject: RE: DSAP

When do you have time for a quick call today?

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, October 4, 2018 11:21 AM
To: Edward Chalupka < [REDACTED]@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>
Subject: DSAP
Importance: High

Hi Ed / Kristina –

Just tried calling both of you. MOI is hearing that someone from the DSAP board has just resigned. Grateful if you could get back to me soonest on whether this is true and, if so, the who and why.

Thanks,
 Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation

Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 4, 2018 12:18 PM
To: 'Kristina Verner'
Cc: Edward Chalupka; Carol Webb
Subject: RE: Resignation from WT Digital Strategy Advisory Panel

Much appreciated Kristina. This should be shared with the City and MOI. I can do that from my end [REDACTED]

From: Kristina Verner [mailto:KVerner@waterfronttoronto.ca]
Sent: October 4, 2018 12:11 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>; Carol Webb <CWebb@waterfronttoronto.ca>
Subject: Resignation from WT Digital Strategy Advisory Panel

Nancy,

Further to our call, please find attached Saadia Muzaffar's resignation letter from the DSAP. We are preparing a full briefing note for governments as well as external messaging regarding our next steps with the panel which we will circulate as soon as it is finalized today.

[REDACTED]

As discussed, in discussions with Michael Nobrega (our interim CEO) and Michael Geist (interim Chair of the Panel) it has been recommended that we suspend the panel until there is material to substantiate a more fulsome discussion of the topics that will emerge vis-à-vis the Sidewalk Toronto project through the MIDP. This would reflect an adjustment commensurate with the overall timeline extension for the project which was decided upon after the panel had been constituted. There is a currently a misalignment of timelines, deliverables and process that this pause will allow us to address in a meaningful way.

Please do not hesitate to reach out if you have additional questions or concerns. We will be circling back with you as soon as possible with the more fulsome briefing materials.

Kristina

kristina.verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 [REDACTED] kverner@waterfronttoronto.ca | www.waterfronttoronto.ca



From: [REDACTED]

Sent: Thursday, October 4, 2018 9:47 AM

To: Michael Nobrega <MNobrega@waterfrontoronto.ca>; Helen Burstyn [REDACTED]; Kristina Verner <KVerner@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>

Cc: [REDACTED]

[REDACTED]

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 4, 2018 5:31 PM
To: Tippins, Shawn (INFC)
Subject: RE: Meeting Materials Now Available in BoardEffect

Wow- this is great, thanks. I had in my calendar to check the WT website for Board materials but didn't see anything and now I know why.

From: Tippins, Shawn (INFC)
Sent: October 4, 2018 5:29 PM
To: Faraday-Smith, Nancy (INFC)
Subject: Fw: Meeting Materials Now Available in BoardEffect

I don't know if you received this yet from Aina... Board Effect is actually a separate web site where materials for meetings of the WT Board of Directors and for Committees of the Board and DSAP are posted. You'll have to ask Aina to set you up with access if you don't have it yet. [REDACTED]
 [REDACTED] You should check out the I've downloaded a PDF of the Board Book for Oct 11th (attached). [REDACTED] The 5-year plan stuff is on pages 16 & 18. There's also Dashboard info on the MIDP around page 23 or so. The FARM and IREQ cttee items are interesting reads. Janet Riekst- Alderman runs the FARM cttee, and she had recently come in to chat with Glenn [REDACTED]

[REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: aina adeleye <[REDACTED]>
Sent: Thursday, October 4, 2018 4:06 PM
To: Tippins, Shawn (INFC)
Reply To: aina adeleye
Subject: Meeting Materials Now Available in BoardEffect



PLEASE NOTE that the meeting materials for the Board of Directors Meeting are now available in your BoardEffect platform.

To sign in using your computer's browser: Click the link in the footer below to navigate to the login screen. Enter your user name and password, scroll down to the appropriate Meeting Event, then click on the Meeting Book link to open your materials.

To sign in using the BoardEffect App: From your selected device, tap on the BoardEffect App, select your platform and enter your password. On the home page, scroll down to the appropriate Meeting Event, then click on the Meeting Book link to open your materials.

Log in to your BoardEffect by clicking <https://waterfrontoronto.boardeffect.com>

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 5, 2018 11:10 AM
To: 'Edward Chalupka'
Subject: RE: DSAP Comms Materials

Thx

From: Edward Chalupka [mailto:██████████@waterfronttoronto.ca]
Sent: October 5, 2018 10:30 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: DSAP Comms Materials

Josh Hobbs if I am not mistaken.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Friday, October 5, 2018 10:23 AM
To: Edward Chalupka <██████████@waterfronttoronto.ca>
Subject: RE: DSAP Comms Materials

Thanks Ed. Could you confirm exactly who in INFC Comms that this went to?

From: Edward Chalupka [mailto:██████████@waterfronttoronto.ca]
Sent: October 4, 2018 5:55 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Wendy Ren (<wendy.ren@ontario.ca>); David Stonehouse (<David.Stonehouse@toronto.ca>); Wendy Ren (<wendy.ren@ontario.ca>); David Stonehouse (<David.Stonehouse@toronto.ca>)
Cc: Cameron MacKay (<CMacKay@waterfronttoronto.ca>); Carol Webb (<CWebb@waterfronttoronto.ca>)
Subject: DSAP Comms Materials

Hello All –

Further to our conversations this afternoon, please find attached a copy of our Q&As, key messages and a statement from WT regarding the resignation of a member of the Digital Strategy Advisory Panel.

Please note the attached was recently shared with your respective comms divisions.

Thanks

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | ██████████
 ██████████@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 5, 2018 12:34 PM
To: 'Edward Chalupka'; David Stonehouse; Wendy Ren (wendy.ren@ontario.ca)
Cc: Meg Davis; Kristina Verner; Cameron MacKay
Subject: RE: Federal Standing Committee on Access to Information, Privacy and Ethics

Thanks for sharing Ed. I wasn't aware she had presented to the Committee. I listened to her opening statement and didn't hear any reference to shutting the project down and retendering the RFP (but definitely heard a lot about lack of public awareness/knowledge and a need to be deliberate in taking public policy decisions). Does this reference come later in a Q&A? I'm running out of time to listen to the full recording as I have a meeting from 1-4.

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: October 5, 2018 12:09 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>
Cc: Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Cameron MacKay <CMacKay@waterfrontoronto.ca>
Subject: Federal Standing Committee on Access to Information, Privacy and Ethics

Hello all –

Further to the recent media around the Digital Strategy Advisory panel and our conversations yesterday, I wanted to let you know we learned last evening that that Bianca Wylie, a vocal critic of the Quayside Project with respect to digital and data governance, deputed yesterday in front of the federal Standing Committee meeting on Access to Information, Privacy and Ethics.

I understand her comments were critical about Quayside and SWL and advocated for shutting the project down and retendering the RFP. Her comments focused on the risks of data being used by non-government actors and “Google’s failure” to earn the trust of the people. Namely she raised the following concerns:

- Quayside is moving forward despite a lack of public information and that the public requires specificity and clarity as to what Sidewalk can and will be doing with peoples’ data to ensure that the public can meaningfully consent.
- That there is a problem with drafting policies with vendors that have a direct interest in the policy itself. Governments should strive to develop policies that are inclusive.
- That when large tech companies partner with governments, there is a risk that companies like “Google” can hide behind the veneer of the public sector.
- That there is a need to ensure there is a fundamental education level for people and the onus shouldn't be on the public to become “hyper data literate”. Privacy policies alone are simply not enough.

Please find below a link to the audio file from yesterday's proceedings.

[http://parlvu.parl.gc.ca/XRender/en/PowerBrowser/PowerBrowserV2/20181004/-1/30133?Language=English&Stream=Video&useragent=Mozilla/5.0%20\(Windows%20NT%2010.0;%20Win64;%20x64\)%20AppleWebKit/537.36%20\(KHTML,%20like%20Gecko\)%20Chrome/69.0.3497.100%20Safari/537.36](http://parlvu.parl.gc.ca/XRender/en/PowerBrowser/PowerBrowserV2/20181004/-1/30133?Language=English&Stream=Video&useragent=Mozilla/5.0%20(Windows%20NT%2010.0;%20Win64;%20x64)%20AppleWebKit/537.36%20(KHTML,%20like%20Gecko)%20Chrome/69.0.3497.100%20Safari/537.36)

I wanted to let you know the issues that she raised above in the event there is subsequent media coverage that may result from the deputation.

Thanks

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 11, 2018 2:11 PM
To: 'Edward Chalupka'; Tippins, Shawn (INFC); David Stonehouse; Jayne Naiman; mnoble@toronto.ca; Wendy Ren (wendy.ren@ontario.ca); Whitehead, Cam (MOI)
Cc: Meg Davis; Kristina Verner; Cameron MacKay
Subject: RE: Digital Strategy Advisory Panel (DSAP)

Shawn and I will be there. I look forward to receiving the SWL deck.

Thanks,
 Nancy

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: October 11, 2018 11:55 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Jayne Naiman <Jayne.Naiman@toronto.ca>; mnoble@toronto.ca <Michael.Noble@toronto.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>
Cc: Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Cameron MacKay <CMacKay@waterfrontoronto.ca>
Subject: Digital Strategy Advisory Panel (DSAP)
Importance: High

Hi all –

I want to provide a quick heads up that the next meeting of the DSAP will be held at our offices on October 18th from 1-4 PM.

The DSAP materials will be posted today to the Board Portal today. In advance of that I have attached a copy of the Agenda for the upcoming meeting so that you are aware of the items that will be discussed. I also wanted remind everyone that this session is an open session, and all materials will be presented publicly.

As noted in Item #4 on the attached agenda, Sidewalk Labs is bringing forward their proposed updated Responsible Data Use Framework at this session. For context, WT has not yet seen this content, and it is their independent proposal to the Panel to seek its input and to help shape their ideas as they continue to draft the MIDP. Once they provide their deck, we will forward it to you – likely by end of day tomorrow. The document will likely becoming public early next week. Based on recent conversations with the policy team at Sidewalk, we anticipate discussion around the following key areas:

- Responsible Data Use
- Data Use Impact Assessments/Privacy Impact Assessments
- Civic Data Trusts
- Data Categorization

As this will be the first real glimpse into Sidewalk Labs' approach on these matters since their initial draft of the Responsible Data Use Framework in May 2018, I would encourage all orders of government to have a representative(s) attend the meeting.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 22, 2018 4:30 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC)
Subject: FW: Media re: Ann Cavoukian's resignation as an advisor to Sidewalk Labs
Attachments: Ann Cavoukian Resignation from SWL - Messaging_10222018.docx; RE: The Canadian Press media inquiry; ATT00001.htm; RE: Globe and Mail comment request; RE: CBC Request

Hi Glenn,

This just in from Comms colleagues – the package of statements from WT that they worked on this weekend, and the statements given to various media outlets. I haven't had a chance to closely review the content of the messaging but will do so tomorrow [REDACTED]

[REDACTED]

Nancy

From: Hobbs, Joshua (INFC)
Sent: October 22, 2018 4:17 PM
To: Faraday-Smith, Nancy (INFC)
Cc: Marchildon, Caroline (INFC)
Subject: FW: Media re: Ann Cavoukian's resignation as an advisor to Sidewalk Labs

Nancy, see attached.

From: Carol Webb [<mailto:CWebb@waterfronttoronto.ca>]
Sent: October 22, 2018 4:11 PM
To: Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>
Subject: Media re: Ann Cavoukian's resignation as an advisor to Sidewalk Labs

Hi Josh,

No doubt you've seen the coverage around Ann Cavoukian's resignation as an advisor to Sidewalk Labs last Friday. Attached for your reference is some of the messaging that we've been using and the responses we gave over the weekend to various media requests. Apologies that this isn't formatted similarly to other key message, QA docs we've shared with you previously – we are working quickly and in the interest of time trying to ensure that people have the information they may need.

Please let me know if you have any questions.

Best, Carol

carol webb | manager, project communications | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | cwebb@waterfronttoronto.ca | www.waterfronttoronto.ca [REDACTED]

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**Ann Cavoukian Resignation as Advisory to Sidewalk Labs
October 19, 2018**

Statement from SWL:

"At yesterday's meeting of Waterfront Toronto's Digital Strategy Advisory Panel, it became clear that Sidewalk Labs would play a more limited role in near-term discussions about a data governance framework at Quayside. Sidewalk Labs has committed to implement, as a company, the principles of Privacy by Design. Though that question is settled, the question of whether other companies involved in the Quayside project would be required to do so is unlikely to be worked out soon, and may be out of Sidewalk Labs' hands. For these reasons and others, Dr. Cavoukian has decided that it does not make sense to continue working as a paid consultant for Sidewalk Labs. Sidewalk Labs benefited greatly from her advice, which helped the company formulate the strict privacy policies it has adopted, and looks forward to calling on her from time to time for her advice and feedback."

Waterfront Toronto – Holding statement (CPA):

Waterfront Toronto is responsible for the oversight and approval of a Master Innovation and Development Plan (MIDP) for Quayside being created by Sidewalk Labs. Our role is to act in the public interest.

We are actively consulting to ensure that we hear all views on this project, including those related to important issues of data collection and privacy, in advance of any approval of the MIDP.

Waterfront Toronto Statements / Quotes:

"I was retained by Waterfront Toronto to ensure privacy issues are identified and addressed, and we are sparing no effort to do so. One of the objectives of this project is to optimize the use of technology for community benefit within full respect of privacy. We are just at the beginning of this process. This means we are still identifying every privacy risk to which we will apply every privacy protection available to us. And those protections are very real." ***Chantal Bernier leads the Canadian Privacy and Cybersecurity practice at Dentons and spent 6 years leading the Office of the Privacy Commissioner of Canada (OPC) as Interim Privacy Commissioner and as Assistant Commissioner.***

"Waterfront Toronto's role is to act in the public interest. We have always recognized there are important and complex issues related to digital governance, including privacy. Waterfront Toronto is well advised on these matters including by Chantal Bernier, a former Privacy Commissioner of Canada, and our Digital Strategy Advisory Panel. We are also looking to work with our government partners in these areas. We see our role as facilitating the data governance conversation that needs to happen not just for Quayside but more broadly and making sure all the voices are heard." ***Kristina Verner, Vice President, Innovation, Sustainability and Prosperity, Waterfront Toronto***

"Waterfront Toronto has great respect for Dr. Cavoukian and Privacy by Design, the excellent tool she has developed based on best practices. Waterfront Toronto also recognizes and respects the obligation to adhere to Canadian privacy laws, which go beyond Privacy by Design. We will ensure that any party proposing technologies for use in the Designated Waterfront Area meet any and all Canadian privacy legal requirements and beyond. As noted by Waterfront Toronto's privacy adviser and former interim Privacy Commissioner of Canada, Chantal Bernier, we are just at the beginning of this process. Waterfront Toronto and its advisors are still identifying the privacy risks to which we will apply every privacy protection available to us." ***Waterfront Toronto***

**Ann Cavoukian Resignation as Advisory to Sidewalk Labs
October 19, 2018**

"We have enormous respect for Dr. Cavoukian and Privacy by Design, the excellent tool she has developed based on best practices. Waterfront Toronto also recognizes and respects the obligation to adhere to Canadian privacy laws, which go beyond Privacy by Design. We will ensure that any party proposing technologies for use in the Designated Waterfront Area meet any and all Canadian privacy legal requirements and beyond. As noted by Waterfront Toronto's privacy adviser and former interim Privacy Commissioner of Canada, Chantal Bernier, we are just at the beginning of this process. Waterfront Toronto and its advisors are still identifying the privacy risks to which we will apply every privacy protection available to us." **Helen Burstyn, Chair, Board of Directors, Waterfront Toronto**

Key Messages – provided by Chantal Bernier

- Privacy by Design is an excellent tool devised by Dr Ann Cavoukian based on best practices. Canadian privacy law remains the obligation to meet which goes beyond Privacy by Design. SidewalkToronto will meet all Canadian privacy legal requirements and beyond by ensuring a user centric data use model.

Chantal – media lines for Amanda Roth Interview (Oct 22):

Q. Ann Cavoukian says the SWT is going towards a city of surveillance - what do you think of that?

A. We are still at the very beginning of developing the project and that development is focused on the protection of privacy as an essential condition. That is why I was retained, and that is what we are diligently working on. Consequently, no judgement can yet be passed. In addition, there is no surveillance planned to the project because it is simply not its goal. But we are still identifying every privacy issue that may arise to address it as paramount.

Q. Then why would Ann Cavoukian resign saying Privacy By Design will not be followed?

A. Privacy by Design is the brilliant product, which we have Ann Cavoukian to thank for. The concept even made its way in the General Data Protection Regulation. It constitutes a very helpful and clear summary of best practices in protecting personal information. Its objectives may be reached in many ways. My reading of Dr Cavoukian's statement is that she had a specific way she wanted to see it implemented. I shared with her my optimism in the fact that both Waterfront Toronto and Sidewalk Labs are demonstrating full commitment to privacy and that the project will not get off the ground without that goal met. It is way too soon to pass judgement on the way to do it since we are still identifying the privacy issues and exploring the best ways to respect privacy.

Q. Why are you so optimistic when she is not?

A. Again, I read Dr Cavoukian's statement as relating to modalities, not principles. We all agree, and that is both Waterfront Toronto and Sidewalk Labs, that a smart city that does not protect privacy is not an option. With the counsel of the Digital Strategy Advisory Panel and full respect of Canadian law, we will get there.

Chantal Bernier's suggested media lines:

Q. You are a privacy counsel to WT – what do you make of the resignation of Ann Cavoukian as Privacy Advisor to Sidewalk Labs?

**Ann Cavoukian Resignation as Advisory to Sidewalk Labs
October 19, 2018**

A. I make nothing of it except that Dr. Cavoukian has the right to choose who to work for. In my case, the objective of this project is to optimize the use of technology for community benefit within full respect of privacy is exhilarating. We are just at the beginning, so the possibilities are great.

Q. Dr. Cavoukian has said that she did not believe the project would protect privacy – why do you think it would?

A. Because we are all so committed to that goal and because the opportunity to ensure both the benefit of technology and the comfort of privacy is very real.

Q. What makes you so confident?

A. Mainly the commitment of my client. I was retained precisely to ensure privacy issues are identified and addressed and we are sparing no effort to do so.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 22, 2018 4:49 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Zewede, Heywet (INFC); Ladouceur3, Natalie (INFC); Boudreau, Marcia (INFC)
Subject: summary of call with Meg Davis

Hi Glenn,



Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 23, 2018 9:56 AM
To: 'Edward Chalupka'; Tippins, Shawn (INFC); Wendy Ren (wendy.ren@ontario.ca); Cameron MacKay; David Stonehouse
Cc: Carol Webb; Cameron MacKay
Subject: RE: Media Coverage and Top Social Media - Morning Roundup

Thanks Ed

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: October 22, 2018 4:46 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; Cameron MacKay <CMacKay@waterfrontoronto.ca>; David Stonehouse <David.Stonehouse@toronto.ca>
Cc: Carol Webb <CWebb@waterfrontoronto.ca>; Cameron MacKay <CMacKay@waterfrontoronto.ca>
Subject: FW: Media Coverage and Top Social Media - Morning Roundup

Hi all – further to Friday's resignation of Ann Cavoukian as a consultant to SWL I wanted to forward to you our current draft of key messaging and Q&A's.

Also attached are WT's responses to media requests that we have received over the last couple of days.

Ed

From: Carol Webb
Sent: Monday, October 22, 2018 12:47 PM
To: Edward Chalupka <██████████@waterfrontoronto.ca>
Subject: FW: Media Coverage and Top Social Media - Morning Roundup

FYI – attached is the document with our current messaging. I've also attached the media responses in case your interested or they are relevant.

cw

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 24, 2018 4:18 PM
To: 'Edward Chalupka'; Tippins, Shawn (INFC)
Subject: RE: [REDACTED]

It's what you have. However, I spoke with Kristina at the last DSAP and suggested WT may want to reconsider. The work [REDACTED] is leading is focused inwardly on digitizing government services.

From: Edward Chalupka [mailto:[REDACTED]@waterfronttoronto.ca]
Sent: October 24, 2018 4:06 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: [REDACTED]

Just following up on the email exchange last week – were you able to track down his email?

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 29, 2018 12:41 PM
To: Ladouceur3, Natalie (INFC)
Cc: Tippins, Shawn (INFC)
Subject: RE: DISREGARD my email: Weekly WT call - Oct 30

Thanks Natalie.

From: Ladouceur3, Natalie (INFC)
Sent: October 29, 2018 12:24 PM
To: Faraday-Smith, Nancy (INFC)
Subject: RE: DISREGARD my email: Weekly WT call - Oct 30

He wants to be available for the calls. I'll contact Claudia.

From: Faraday-Smith, Nancy (INFC)
Sent: October 29, 2018 12:01 PM
To: Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Subject: Re: DISREGARD my email: Weekly WT call - Oct 30

As long as Glenn is OK with me taking the call I'm happy to keep it where it is. Could you just confirm he'd be cool with that?

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Ladouceur3, Natalie (INFC)
Sent: Monday, October 29, 2018 11:56 AM
To: Faraday-Smith, Nancy (INFC)
Subject: FW: DISREGARD my email: Weekly WT call - Oct 30

Nancy,

I had asked Claudia about possibly moving the call (see options below), but then was informed, either by Glenn or you, that as long as you were on the call, it was okay.

I don't know if the options are still available but Oct 31 at 1pm would work for Glenn.

Natalie

From: Claudia Landres-Hansen [[mailto:\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)]
Sent: October 25, 2018 10:44 AM
To: Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Subject: RE: DISREGARD my email: Weekly WT call - Oct 30

No problem Natalie.

From: Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Sent: Thursday, October 25, 2018 10:22 AM
To: Claudia Landres-Hansen <[REDACTED]@waterfrontoronto.ca>
Subject: DISREGARD my email: Weekly WT call - Oct 30

Hi Claudia,

Please ignore my request. I am told it's okay if Glenn can't attend as long as Nancy is available.

Natalie

From: Ladouceur3, Natalie (INFC)
Sent: October 25, 2018 9:02 AM
To: 'CLandresHansen@waterfrontoronto.ca' <[REDACTED]@waterfrontoronto.ca>
Subject: Weekly WT call - Oct 30

Hi Claudia,

Glenn has a roundtable event all morning on October 30. Would it be possible to have the call on Thursday morning? October 31 at 1pm also open if that's a possibility.

Thank you!
 Natalie

Natalie Ladouceur

Executive Assistant to the ADM | Adjointe exécutive au SMA
 Investment, Partnerships and Innovation | Investissement, partenariats et innovation
 427 Laurier Ave W, Room 10-044
 Telephone | Téléphone 613-948-6118
 Government of Canada | Gouvernement du Canada

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: October 31, 2018 11:51 AM
To: 'Edward Chalupka'
Cc: Tippins, Shawn (INFC)
Subject: Notice of Order Paper

As discussed, here's what appeared on the House of Commons site today:

Q-2033² — October 30, 2018 — Mr. Cannings (South Okanagan—West Kootenay) — With regard to communication between the Office of the Prime Minister or the Office of the Minister of Infrastructure and Communities and persons employed by or on the board of directors of Waterfront Toronto: what are all instances of communication from November 5, 2015, to date, broken down by (i) date, (ii) person in the Office of the Prime Minister or the Minister, (iii) subject matter, (iv) persons with whom communication occurred and their titles, (v) method of communication?

<https://www.ourcommons.ca/DocumentViewer/en/42-1/house/sitting-346/order-notice/page-12>

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 1, 2018 2:26 PM
To: 'Kristina Verner'
Subject: RE: My apologies

Hi Kristina,

Sorry I missed you. I'm back at my desk if you wanted to call me at 613-948-9481.

From: Kristina Verner [mailto:KVerner@waterfronttoronto.ca]
Sent: November 1, 2018 1:36 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: My apologies

Hi Nancy – I just tried to call you. However, it went to a voice mailbox that was not setup yet? Is there another number I can reach you at?

kristina verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 [REDACTED] kverner@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, November 1, 2018 1:12 PM
To: Kristina Verner <KVerner@waterfronttoronto.ca>
Subject: FW: My apologies
Importance: High

Hi Kristina,

A quick follow up question to this if you have time to shoot a quick reply. I understand that, as part of the OPC's Business Advisory Services, their discussions with clients are confidential. Did you have to get SWL consent for Chantal's participation as an observer to the [REDACTED] meetings? Was she asked to sign an NDA?

Thanks,
 Nancy

From: Kristina Verner [mailto:KVerner@waterfronttoronto.ca]
Sent: November 1, 2018 9:30 AM
To: Meg Davis <MDavis@waterfronttoronto.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>
Subject: RE: My apologies

Hello Glenn,

It is important to note that in May 2018, the OPC announced that their first advisory project would be with around Sidewalk Toronto, and this is touched upon in their Annual Report to Parliament, released September 27, 2018.

Please do not hesitate to contact me if you have additional questions.

Kristina

kristina verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 [REDACTED] | kverner@waterfronttoronto.ca | www.waterfronttoronto.ca



From: Meg Davis
Sent: Thursday, November 1, 2018 8:04 AM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>; Kristina Verner <KVerner@waterfronttoronto.ca>
Subject: Re: My apologies

Hi Glen. I've copied Kristina who can answer this question. She's back in the office today.
 Get [Outlook for iOS](#)

From: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Sent: Thursday, November 1, 2018 7:58 AM
To: Meg Davis; Faraday-Smith, Nancy (INFC)
Cc: Edward Chalupka
Subject: Re: My apologies

Thanks Meg, no worries. We understand scheduling a challenge for all of us.

Wonder if could have insights on whether the federal privacy commissioner office has been engaged in any way, directly or indirectly, around Quayside. What facilitating role might Chantal Bernier have played or plan to play? Perhaps same question provincially. Let me know if record of direct engagement.

Regards, Glenn

Glenn Campbell
[REDACTED]

613 941-0722 (w)

From: Meg Davis

Sent: Wednesday, October 31, 2018 3:12 PM

To: Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC)

Cc: Edward Chalupka

Subject: My apologies

Hi Glen and Nancy. Sorry for the shift in the meeting this week. I really wanted Kristina and Cameron on the call. [REDACTED]

[REDACTED] But I felt for this week's call it would be really important for them to speak with you so we moved it to Friday. I'll be on all the other calls going forward. [REDACTED]

[REDACTED] Hope that's all ok. Thanks!

Get [Outlook for iOS](#)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 1, 2018 2:58 PM
To: 'Kristina Verner'
Subject: RE: My apologies

OK cool. [REDACTED]

From: Kristina Verner [mailto:KVerner@waterfronttoronto.ca]
Sent: November 1, 2018 2:55 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: My apologies

I have had a junior staffer attend the first 2-3, and I'm listening in right now on the current call.

kristina verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 [REDACTED] | kverner@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, November 1, 2018 2:53 PM
To: Kristina Verner <KVerner@waterfronttoronto.ca>
Subject: RE: My apologies

So has anyone from WT participated in the [REDACTED] meetings SWL has with OPC/IPC?

From: Kristina Verner [mailto:KVerner@waterfronttoronto.ca]
Sent: November 1, 2018 1:35 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: My apologies

Nancy – Just to clarify – Chantal has not yet participated, and if she did, we would ensure we had permission to include her. At this point we have not exercised this opportunity.

I hope this helps?
 Kristina

kristina verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 [REDACTED] | kverner@waterfronttoronto.ca | www.waterfronttoronto.ca

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, November 1, 2018 1:12 PM
To: Kristina Verner <KVerner@waterfrontoronto.ca>
Subject: FW: My apologies
Importance: High

Hi Kristina,

A quick follow up question to this if you have time to shoot a quick reply. I understand that, as part of the OPC's Business Advisory Services, their discussions with clients are confidential. Did you have to get SWL consent for Chantal's participation as an observer to the [REDACTED] meetings? Was she asked to sign an NDA?

Thanks,
Nancy

From: Kristina Verner [<mailto:KVerner@waterfrontoronto.ca>]
Sent: November 1, 2018 9:30 AM
To: Meg Davis <MDavis@waterfrontoronto.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Subject: RE: My apologies

Hello Glenn,

[REDACTED]

It is important to note that in May 2018, the OPC announced that their first advisory project would be with around Sidewalk Toronto, and this is touched upon in their Annual Report to Parliament, released September 27, 2018.

Please do not hesitate to contact me if you have additional questions.

Kristina

kristina.verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
[REDACTED] | kverner@waterfrontoronto.ca | www.waterfrontoronto.ca

From: Meg Davis
Sent: Thursday, November 1, 2018 8:04 AM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>
Subject: Re: My apologies

Hi Glen. I've copied Kristina who can answer this question. She's back in the office today.
Get [Outlook for iOS](#)

From: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Sent: Thursday, November 1, 2018 7:58 AM
To: Meg Davis; Faraday-Smith, Nancy (INFC)
Cc: Edward Chalupka
Subject: Re: My apologies

Thanks Meg, no worries. We understand scheduling a challenge for all of us.

Wonder if could have insights on whether the federal privacy commissioner office has been engaged in any way, directly or indirectly, around Quayside. What facilitating role might Chantal Bernier have played or plan to play? Perhaps same question provincially. Let me know if record of direct engagement.

Regards, Glenn

Glenn Campbell
[REDACTED]
613 941-0722 (w)

From: Meg Davis
Sent: Wednesday, October 31, 2018 3:12 PM
To: Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC)
Cc: Edward Chalupka
Subject: My apologies

Hi Glen and Nancy. Sorry for the shift in the meeting this week. I really wanted Kristina and Cameron on the call. [REDACTED]
[REDACTED] But I felt for this week's call it would be really important for them to speak with you so we moved it to Friday. I'll be on all the other calls going forward. [REDACTED]
[REDACTED] Hope that's all ok. Thanks!

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Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: November 9, 2018 5:12 PM
To: Campbell, Glenn (INFC)
Cc: Boudreau, Marcia (INFC); Zewede, Heywet (INFC); Ladouceur3, Natalie (INFC); Faraday-Smith, Nancy (INFC)
Subject: Notes from today's call with WT.

Tracking:**Recipient****Delivery**

Campbell, Glenn (INFC)

Delivered: 2018-11-09 5:12 PM

Boudreau, Marcia (INFC)

Delivered: 2018-11-09 5:12 PM

Zewede, Heywet (INFC)

Delivered: 2018-11-09 5:12 PM

Ladouceur3, Natalie (INFC)

Delivered: 2018-11-09 5:12 PM

Faraday-Smith, Nancy (INFC)

Delivered: 2018-11-09 5:12 PM



Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: November 14, 2018 11:38 AM
To: Zewede, Heywet (INFC)
Subject: FW: Invitation from Waterfront Toronto: Civic Lab on Data Governance

See details below. Glenn has committed to attending this event in person – Both Nancy and I will attend with him.

From: Tremblay, Jenny (INFC)
Sent: November 6, 2018 3:23 PM
To: Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)
Subject: FW: Invitation from Waterfront Toronto: Civic Lab on Data Governance

Hi! I received this invite from Kristina Verner. Is this something my team should be attending?

From: Kristina Verner [<mailto:KVerner@waterfronttoronto.ca>]
Sent: November 6, 2018 9:33 AM
To: Stephanie Chow <[REDACTED]@waterfronttoronto.ca>
Subject: Invitation from Waterfront Toronto: Civic Lab on Data Governance

Civic Lab on Digital Governance

Friday, November 23, 2018
 12:30 p.m. - 3:00 p.m.

Globe and Mail Centre
 351 King Street East, Toronto, ON M5A 0N1

Waterfront Toronto and our Digital Strategy Advisory Panel (DSAP) invite you to participate in a Civic Lab to explore key issues related to smart city development.

Join leaders from governments, academic institutions, the private and non-profit sectors in discussing the global context of digital governance, existing and emerging public policy and the considerations relevant to the Quayside project with Sidewalk Labs.

The results from this invitation-only discussion will feed into the work of the Digital Strategy Advisory Panel as well as the broader public consultation.

Please **RSVP by Friday, November 16, 2018 - 5:00 p.m.** to
 Stephanie Chow at [REDACTED][@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)

**This invitation is non-transferable
 Coffee and tea will be provided
 Wheelchair accessible venue
 Please let us know if you have any special requirements*

Many thanks,

Kristina Verner
Vice President, Innovation, Sustainability & Prosperity, Waterfront Toronto

Michael Geist
Interim Chair, Waterfront Toronto, Digital Strategy Advisory Panel



Cariaga, Flordeliza (INFC)

From: Zewede, Heywet (INFC)
Sent: November 14, 2018 12:03 PM
To: Tippins, Shawn (INFC)
Subject: FW: Intergovernmental Steering Committee (IGSC) - Quayside Working Group

From: Claudia Landres-Hansen [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: November 14, 2018 11:47 AM
To: Zewede, Heywet (INFC)
Subject: RE: Intergovernmental Steering Committee (IGSC) - Quayside Working Group

Hi Heywet,

Yes the meeting is scheduled from 3-4.30pm. would you like me to send you an invite?

Best,
 Claudia

From: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>
Sent: Wednesday, November 14, 2018 11:42 AM
To: Claudia Landres-Hansen <[REDACTED]@waterfrontoronto.ca>
Subject: Intergovernmental Steering Committee (IGSC) - Quayside Working Group

Hi Claudia,

There is an Intergovernmental Steering Committee (IGSC) - Quayside Working Group meeting scheduled for November 22, 2018. Is this still occurring?

Thank you,
 Heywet

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: November 15, 2018 9:29 AM
To: Campbell, Glenn (INFC)
Cc: Faraday-Smith, Nancy (INFC)
Subject: RE: Waterfront Toronto Civic Lab event, November 23rd

Tracking:	Recipient	Delivery
	Campbell, Glenn (INFC)	Delivered: 2018-11-15 9:30 AM
	Faraday-Smith, Nancy (INFC)	Delivered: 2018-11-15 9:30 AM

From: Schaan, Mark (IC)
Sent: November 14, 2018 11:09 PM
To: Campbell, Glenn (INFC) ; Setlakwe, Lisa (IC)
Cc: Tippins, Shawn (INFC) ; Faraday-Smith, Nancy (INFC)
Subject: RE: Waterfront Toronto Civic Lab event, November 23rd

Thanks for this, Glenn. I am still conflicted on the day, but am trying to see what I can do to move the conflicts, although I am leading on one of them, which makes it a challenge. In looking at the invite, I wonder the degree to which this is general digital/data policy discussion or more specifically related to smart cities/civic infrastructure. Our policy levers are of general application, and so I worry that focussing on the general data approach may not be as easy to understand how it can resolve some of these very specific, more civic infrastructure questions. So I wonder if the federal presence isn't better represented by a civic/smart cities lens, rather than raising expectations that our data work may be quickly working to address these specific use cases. Happy to discuss but just some thoughts as we try to see how we can best support. All best,

m.

Mark Schaan

Director General, Marketplace Framework Policy Branch
 Innovation, Science and Economic Development Canada (ISED) / Government of Canada
mark.schaan@canada.ca / Tel: 343-291-3700 / C: [REDACTED]

Directeur général, Direction générale des politiques-cadres du marché
 Innovation, Sciences et Développement économique Canada (ISDE) / Gouvernement du Canada
mark.schaan@canada.ca / Tel: 343-291-3700 / C: [REDACTED]

From: Campbell, Glenn (INFC)
Sent: November 14, 2018 6:58 PM
To: Setlakwe, Lisa (IC) <lisa.setlakwe@canada.ca>; Schaan, Mark (IC) <mark.schaan@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Waterfront Toronto Civic Lab event, November 23rd
Importance: High

Lisa, Mark –

I believe Nancy had been in touch about the Civic Lab event on digital governance that Waterfront Toronto is organizing for the end of next week. Yesterday Kelly Chaired the Inter-Governmental Steering Committee for the Toronto Waterfront Revitalization Initiative, at which Waterfront Toronto briefed on the upcoming event. There was a lot expressed interest in ensuring federal government is providing all the support we can to Waterfront around the Quayside-SideWalk Labs initiative. Kelly asked me to follow to see what can be done to confirm ISED presence, as I understand Mark is tentative but may scheduling challenges.

The civic labs will serve as a forum for both Waterfront and members of its arms-length Digital Strategy Advisory Panel (DSAP) to bring together a range of experts and sectors to discuss key issues relating to digital governance and IP. This discussion will feed into the work of Waterfront Toronto's public roundtables on the Quayside project – the next such roundtable is scheduled for Dec 8th – and also feed into the DSAP's ongoing study of these issues. We are looking for senior or expert federal representatives in this space that could participate at the event. Moreover in part event help Waterfront Toronto [REDACTED] as it pertains to the Quayside project by facilitating open discussion among established policy networks. There is a lot of public focus on this file and we want to do all we can to show federal engagement on the key issues

This is a mid-day event that will revolve around a moderated panel discussion/debate. Waterfront has lined up DSAP interim Chair Michael Geist; the City of Toronto's Chief Information Officer Rob Meikle; UofO Canada Research Chair Teresa Scassa; and Waterfront Toronto's VP of Innovation Kristina Verner, to participate. They would very much like to round-out the panel with a federal representative that could, for example, speak to the following:

- What is are the feds doing to develop public policy around digital?
- What is the status of the fed's Digital Strategy?
- What are some of the issues and opportunities that have come up to date, and how might they apply to Quayside?
- What can be said around privacy and related issues?

The Panel will be followed by some Q&A and plenary discussion among the invited audience. Participation is by invitation only, but the event will be live-streamed and recorded for post viewing opportunities. I will be in attendance, but we are really hoping that ISED would be in a position to play an active role and participate on the panel on substantive basis.

Please see the invite below. I am happy to provide more details and discuss further.

Glenn

Glenn Campbell
Assistant Deputy Minister
Investments, Partnerships and Innovation
Infrastructure Canada
613 941-0722

From: Kristina Verner [<mailto:KVerner@waterfronttoronto.ca>]
Sent: November 6, 2018 9:33 AM
To: Stephanie Chow <[REDACTED]@waterfronttoronto.ca>
Subject: Invitation from Waterfront Toronto: Civic Lab on Data Governance

Civic Lab on Digital Governance

Friday, November 23, 2018

12:30 p.m. - 3:00 p.m.

Globe and Mail Centre
 351 King Street East, Toronto, ON M5A 0N1

Waterfront Toronto and our Digital Strategy Advisory Panel (DSAP) invite you to participate in a Civic Lab to explore key issues related to smart city development.

Join leaders from governments, academic institutions, the private and non-profit sectors in discussing the global context of digital governance, existing and emerging public policy and the considerations relevant to the Quayside project with Sidewalk Labs.

The results from this invitation-only discussion will feed into the work of the Digital Strategy Advisory Panel as well as the broader public consultation.

Please **RSVP** by **Friday, November 16, 2018 - 5:00 p.m.** to
 Stephanie Chow at [REDACTED][@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)

**This invitation is non-transferable*

Coffee and tea will be provided

Wheelchair accessible venue

Please let us know if you have any special requirements

Many thanks,

Kristina Verner

Vice President, Innovation, Sustainability & Prosperity, Waterfront Toronto

Michael Geist

Interim Chair, Waterfront Toronto, Digital Strategy Advisory Panel



Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: November 15, 2018 6:01 PM
To: Tremblay, Jenny (INFC)
Cc: Rybicki, Jonathan (INFC); Knecht, Brigit (INFC); Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)
Subject: RE: Invitation from Waterfront Toronto: Civic Lab on Data Governance

Importance: High

Tracking:	Recipient	Delivery
	Tremblay, Jenny (INFC)	Delivered: 2018-11-15 6:01 PM
	Rybicki, Jonathan (INFC)	Delivered: 2018-11-15 6:01 PM
	Knecht, Brigit (INFC)	Delivered: 2018-11-15 6:01 PM
	Campbell, Glenn (INFC)	Delivered: 2018-11-15 6:01 PM
	Faraday-Smith, Nancy (INFC)	Delivered: 2018-11-15 6:01 PM

Hi Jenny –

Sorry for the delay in responding. I believe Glenn and Gerard have connected about this in the last day. The below is essentially a moderated panel discussion with some facilitated Q&A/plenary discussion among the invited participants afterward. It's by invitation only, but it will be livestreamed and recorded for post-viewing opportunities. Last I checked Waterfront Toronto had teed-up their Digital Strategy Advisory Panel Chair Michael Geist, the City of Toronto's Chief Information Officer Rob Meikle; UofO Cda Research Chair Teresa Scassa; and Waterfront's own VP of Innovation, Kristina Verner, to be on the Panel. Not sure if anyone from the province will be there. Waterfront has been looking to INFC to help field an appropriate federal rep that could actively participate. ISED/Mark Schaan had initially agreed, but that's become tentative as a conflict has recently appeared in his schedule.

Glenn is going to be in attendance, and if necessary will play an active role. We would welcome an SCC presence at the event. An active role would also be welcome, but if that's not feasible then perhaps to be there as support as support if Glenn needs to be the federal rep on the panel.. Just looping-in Jonathan as he attended one of Nancy's weekly(ish) calls with ISED on digital/data issues were she had discussed this event.

Grateful if you could let us know if SCC directorate may be in a position to attend, and possible support IPI reps who may need to be the back-up for federal participation.

We'd welcome a chance to discuss further. Thanks, ST.

Shawn Tippins

Senior Analyst,
Investment, Partnerships and Innovation Branch
Infrastructure Canada / Government of Canada
shawn.tippins@canada.ca / Tel: 613-854-7639

Analyste principal,
Direction g n rale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
shawn.tippins@canada.ca / T l. : 613-854-7639

From: Tremblay, Jenny (INFC)
Sent: November 6, 2018 3:23 PM
To: Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)
Subject: FW: Invitation from Waterfront Toronto: Civic Lab on Data Governance
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Stephanie Chow at [REDACTED]@[waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)

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Wheelchair accessible venue

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Many thanks,

Kristina Verner

Vice President, Innovation, Sustainability & Prosperity, Waterfront Toronto

Michael Geist

Interim Chair, Waterfront Toronto, Digital Strategy Advisory Panel



Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: November 16, 2018 6:43 PM
To: Campbell, Glenn (INFC)
Cc: Zewede, Heywet (INFC); Boudreau, Marcia (INFC); Ladouceur3, Natalie (INFC)
Subject: Call with Meg
Attachments: Notes from today's call with WT.

Here's a list of things we could raise on Monday's call with Meg. Attached is the notes from the call last Friday.





Cariaga, Flordeliza (INFC)

From: Campbell, Glenn (INFC)
Sent: November 20, 2018 2:07 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Cc: Boudreau, Marcia (INFC)
Subject: Re: Waterfront Toronto Civic Lab Speakers - Conference Call Briefing

[Check my calendar, 430](#)

Glenn Campbell
 [REDACTED]

613 941-0722 (w)

From: Faraday-Smith, Nancy (INFC)
Sent: Tuesday, November 20, 2018 2:06 PM
To: Campbell, Glenn (INFC); Tippins, Shawn (INFC)
Cc: Boudreau, Marcia (INFC)
Subject: RE: Waterfront Toronto Civic Lab Speakers - Conference Call Briefing

[What's the timing? There are no details below](#)

From: Campbell, Glenn (INFC)
Sent: November 20, 2018 2:04 PM
To: Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)
Cc: Boudreau, Marcia (INFC)
Subject: Fw: Waterfront Toronto Civic Lab Speakers - Conference Call Briefing
[Will try to be on call from TO. You should be on too.](#)

Glenn Campbell
 [REDACTED]

613 941-0722 (w)

From: Louroz Mercade [REDACTED] [\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>
Sent: Tuesday, November 20, 2018 1:23 PM
To: Campbell, Glenn (INFC); David.Stonehouse@toronto.ca
Subject: Waterfront Toronto Civic Lab Speakers - Conference Call Briefing

CONFERENCE LINE: [REDACTED]

Code: [REDACTED]

Waterfront Toronto Civic Lab – Speakers Briefing

1. Overview of Agenda
2. Speaker Themes
3. Roundtable Discussion Questions
4. Event Logistics

Cariaga, Flordeliza (INFC)

From: Boudreau, Marcia (INFC)
Sent: November 20, 2018 2:09 PM
To: Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC)
Subject: RE: Waterfront Toronto Civic Lab Speakers - Conference Call Briefing

I forward the invite

From: Tippins, Shawn (INFC)
Sent: November 20, 2018 2:08 PM
To: Faraday-Smith, Nancy (INFC) ; Campbell, Glenn (INFC)
Cc: Boudreau, Marcia (INFC)
Subject: RE: Waterfront Toronto Civic Lab Speakers - Conference Call Briefing

4:30pm is the call I think.

From: Faraday-Smith, Nancy (INFC)
Sent: November 20, 2018 2:06 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>
Subject: RE: Waterfront Toronto Civic Lab Speakers - Conference Call Briefing

What's the timing? There are no details below

From: Campbell, Glenn (INFC)
Sent: November 20, 2018 2:04 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>
Subject: Fw: Waterfront Toronto Civic Lab Speakers - Conference Call Briefing

Will try to be on call from TO. You should be on too.

Glenn Campbell

613 941-0722 (w)

From: Louroz Mercader <[REDACTED]@waterfronttoronto.ca>
Sent: Tuesday, November 20, 2018 1:23 PM
To: Campbell, Glenn (INFC); David.Stonehouse@toronto.ca
Subject: Waterfront Toronto Civic Lab Speakers - Conference Call Briefing

CONFERENCE LINE: [REDACTED]

Code: [REDACTED]

Waterfront Toronto Civic Lab – Speakers Briefing

1. Overview of Agenda
2. Speaker Themes
3. Roundtable Discussion Questions
4. Event Logistics

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 20, 2018 2:36 PM
To: Taillefer, Charles (IC)
Cc: Tippins, Shawn (INFC)
Subject: RE: Waterfront Toronto Civic Lab event, November 23rd

9:30 also works on this side but if that's no good then let's say noon.

From: Taillefer, Charles (IC)
Sent: November 20, 2018 2:34 PM
To: Faraday-Smith, Nancy (INFC)
Cc: Tippins, Shawn (INFC)
Subject: RE: Waterfront Toronto Civic Lab event, November 23rd

Sorry already in another meeting (how about 12h00 or 12h30)

From: Faraday-Smith, Nancy (INFC)
Sent: November 20, 2018 2:33 PM
To: Taillefer, Charles (IC) <charles.taillefer@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Waterfront Toronto Civic Lab event, November 23rd

Thanks Charles. Would tomorrow at 10:30 work for you?

From: Taillefer, Charles (IC)
Sent: November 20, 2018 2:31 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Waterfront Toronto Civic Lab event, November 23rd

I am about to head out to a Chamber of Commerce event – do you have time tomorrow am ?

Got your e-mail shouldn't be an issue on getting some key messages across – on the algorithmic decision making we have some general lines that brings it back to fundamental principles in Canadian law – procedural fairness, natural justice principles etc...

From: Faraday-Smith, Nancy (INFC)
Sent: November 20, 2018 10:15 AM
To: Taillefer, Charles (IC) <charles.taillefer@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Waterfront Toronto Civic Lab event, November 23rd

Hi Charles,

Shawn is out at a conference today. [REDACTED] hoping to connect about the Civic Lab on Friday. Are you around today for a quick catch-up call?

Nancy

From: Tippins, Shawn (INFC)
Sent: November 19, 2018 11:25 AM
To: Taillefer, Charles (IC) <charles.taillefer@canada.ca>
Cc: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: Waterfront Toronto Civic Lab event, November 23rd
Importance: High

Hi Charles,

Based on the email exchanges below, we're happy that you will be with us in Toronto on Friday. See the timing, location and registration details for the event below. I will also follow-up with Kristina Verner directly re. attendance. It might be a good idea for us to connect in advance this week. Since Glenn will be on the panel at the event, it would be great if we could update him on issues from the ISED perspective, like the national digital and data consults, PIPEDA and privacy, etc... Would you be available sometime tomorrow or Thursday for such a briefing? This could be in-person or via telcon. If you are, then I'll have Glenn's office set something up.

Many thanks, ST.

Shawn Tippins

Senior Analyst,
 Investment, Partnerships and Innovation Branch
 Infrastructure Canada / Government of Canada
shawn.tippins@canada.ca / Tel: 613-854-7639

Analyste principal,
 Direction générale des investissements, des partenariats et de l'innovation
 Infrastructure Canada / Gouvernement du Canada
shawn.tippins@canada.ca / Tél. : 613-854-7639

From: Campbell, Glenn (INFC)
Sent: November 17, 2018 2:15 PM
To: Schaan, Mark (IC) <mark.schaan@canada.ca>; Setlakwe, Lisa (IC) <lisa.setlakwe@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Taillefer, Charles (IC) <charles.taillefer@canada.ca>
Subject: Re: Waterfront Toronto Civic Lab event, November 23rd

Thank you Mark, and welcome Charles' participation. Will be in touch, thanks again. Glenn

Glenn Campbell

613 941-0722 (w)

From: Schaan, Mark (IC)
Sent: Saturday, November 17, 2018 1:45 PM
To: Campbell, Glenn (INFC); Setlakwe, Lisa (IC)
Cc: Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC); Taillefer, Charles (IC)
Subject: RE: Waterfront Toronto Civic Lab event, November 23rd

Hi Glenn,

I understand you had a great chat with Lisa. Again, apologies that I can't be there, and we do understand the need to ensure we show a tapped-in Federal presence on the important issues. I have spoken with Charles, the director here of privacy and data protection policy, and he can make it on Friday as an observer to the discussions. I trust you guys will relay this shift in format to the Civic Lab folks? And Charles is at the ready with respect to logistics information. Thanks,

m.

Mark Schaan

Director General, Marketplace Framework Policy Branch
Innovation, Science and Economic Development Canada (ISED) / Government of Canada
mark.schaan@canada.ca / Tel: 343-291-3700 / C : [REDACTED]

Directeur général, Direction générale des politiques-cadres du marché
Innovation, Sciences et Développement économique Canada (ISDE) / Gouvernement du Canada
mark.schaan@canada.ca / Tel: 343-291-3700 / C : [REDACTED]

From: Campbell, Glenn (INFC)
Sent: November 16, 2018 1:58 PM
To: Schaan, Mark (IC) <mark.schaan@canada.ca>; Setlakwe, Lisa (IC) <lisa.setlakwe@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: Waterfront Toronto Civic Lab event, November 23rd

Hi Mark, just following up on your end [REDACTED]

[REDACTED]

There is a lot of interest in demand to understand implications for marketplace framework policies, and this is fertile ground to engage on privacy and other digital governance issues.

Regards, Glenn

Glenn Campbell

[REDACTED]
613 941-0722 (w)

From: Schaan, Mark (IC)
Sent: Wednesday, November 14, 2018 11:09 PM
To: Campbell, Glenn (INFC); Setlakwe, Lisa (IC)
Cc: Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC)
Subject: RE: Waterfront Toronto Civic Lab event, November 23rd

Thanks for this, Glenn. I am still conflicted on the day, but am trying to see what I can do to move the conflicts, although I am leading on one of them, which makes it a challenge. In looking at the invite, I wonder the degree to which this is general digital/data policy discussion or more specifically related to smart cities/civic infrastructure. Our policy levers are of general application, and so I worry that focussing on the general data approach may not be as easy to understand

how it can resolve some of these very specific, more civic infrastructure questions. So I wonder if the federal presence isn't better represented by a civic/smart cities lens, rather than raising expectations that our data work may be quickly working to address these specific use cases. Happy to discuss but just some thoughts as we try to see how we can best support. All best,

m.

Mark Schaan

Director General, Marketplace Framework Policy Branch
Innovation, Science and Economic Development Canada (ISED) / Government of Canada
mark.schaan@canada.ca / Tel: 343-291-3700 / C : [REDACTED]

Directeur général, Direction générale des politiques-cadres du marché
Innovation, Sciences et Développement économique Canada (ISDE) / Gouvernement du Canada
mark.schaan@canada.ca / Tel: 343-291-3700 / C : [REDACTED]

From: Campbell, Glenn (INFC)

Sent: November 14, 2018 6:58 PM

To: Setlakwe, Lisa (IC) <lisa.setlakwe@canada.ca>; Schaan, Mark (IC) <mark.schaan@canada.ca>

Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

Subject: Waterfront Toronto Civic Lab event, November 23rd

Importance: High

Lisa, Mark –

I believe Nancy had been in touch about the Civic Lab event on digital governance that Waterfront Toronto is organizing for the end of next week. Yesterday Kelly Chaired the Inter-Governmental Steering Committee for the Toronto Waterfront Revitalization Initiative, at which Waterfront Toronto briefed on the upcoming event. There was a lot expressed interest in ensuring federal government is providing all the support we can to Waterfront around the Quayside-SideWalk Labs initiative. Kelly asked me to follow to see what can be done to confirm ISED presence, as I understand Mark is tentative but may scheduling challenges.

The civic labs will serve as a forum for both Waterfront and members of its arms-length Digital Strategy Advisory Panel (DSAP) to bring together a range of experts and sectors to discuss key issues relating to digital governance and IP. This discussion will feed into the work of Waterfront Toronto's public roundtables on the Quayside project – the next such roundtable is scheduled for Dec 8th – and also feed into the DSAP's ongoing study of these issues. We are looking for senior or expert federal representatives in this space that could participate at the event. Moreover in part event help Waterfront Toronto [REDACTED] as it pertains to the Quayside project by facilitating open discussion among established policy networks. There is a lot of public focus on this file and we want to do all we can to show federal engagement on the key issues

This is a mid-day event that will revolve around a moderated panel discussion/debate. Waterfront has lined up DSAP interim Chair Michael Geist; the City of Toronto's Chief Information Officer Rob Meikle; UofO Canada Research Chair Teresa Scassa; and Waterfront Toronto's VP of Innovation Kristina Verner, to participate. They would very much like to round-out the panel with a federal representative that could, for example, speak to the following:

- What is are the feds doing to develop public policy around digital?

- What is the status of the fed's Digital Strategy?
- What are some of the issues and opportunities that have come up to date, and how might they apply to Quayside?
- What can be said around privacy and related issues?

The Panel will be followed by some Q&A and plenary discussion among the invited audience. Participation is by invitation only, but the event will be live-streamed and recorded for post viewing opportunities. I will be in attendance, but we are really hoping that ISED would be in a position to play an active role and participate on the panel on substantive basis.

Please see the invite below. I am happy to provide more details and discuss further.

Glenn

Glenn Campbell
Assistant Deputy Minister
Investments, Partnerships and Innovation
Infrastructure Canada
613 941-0722

From: Kristina Verner [<mailto:KVerner@waterfrontoronto.ca>]
Sent: November 6, 2018 9:33 AM
To: Stephanie Chow <[REDACTED]@waterfrontoronto.ca>
Subject: Invitation from Waterfront Toronto: Civic Lab on Data Governance

Civic Lab on Digital Governance

Friday, November 23, 2018

12:30 p.m. - 3:00 p.m.

Globe and Mail Centre

351 King Street East, Toronto, ON M5A 0N1

Waterfront Toronto and our Digital Strategy Advisory Panel (DSAP) invite you to participate in a Civic Lab to explore key issues related to smart city development.

Join leaders from governments, academic institutions, the private and non-profit sectors in discussing the global context of digital governance, existing and emerging public policy and the considerations relevant to the Quayside project with Sidewalk Labs.

The results from this invitation-only discussion will feed into the work of the Digital Strategy Advisory Panel as well as the broader public consultation.

Please **RSVP** by **Friday, November 16, 2018 - 5:00 p.m.** to
Stephanie Chow at [REDACTED]@waterfrontoronto.ca

**This invitation is non-transferable
Coffee and tea will be provided*

Wheelchair accessible venue
Please let us know if you have any special requirements

Many thanks,

Kristina Verner
Vice President, Innovation, Sustainability & Prosperity, Waterfront Toronto

Michael Geist
Interim Chair, Waterfront Toronto, Digital Strategy Advisory Panel



Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 20, 2018 3:08 PM
To: Knecht, Brigit (INFC); Poirier2, Eric (INFC)
Cc: Tippins, Shawn (INFC); Boudreau, Marcia (INFC); Williams, Tushara (INFC); Rybicki, Jonathan (INFC)
Subject: RE: Civic Lab - Info Sheets (Confidential Drafts)

VERY much appreciated. Thanks

From: Knecht, Brigit (INFC)
Sent: November 20, 2018 2:52 PM
To: Faraday-Smith, Nancy (INFC) ; Tremblay, Jenny (INFC) ; Poirier2, Eric (INFC)
Cc: Tippins, Shawn (INFC) ; Boudreau, Marcia (INFC) ; Williams, Tushara (INFC) ; Rybicki, Jonathan (INFC)
Subject: RE: Civic Lab - Info Sheets (Confidential Drafts)

Hi Nancy,

We'll pull something together for you for tomorrow.

Thanks,
Brigit

From: Faraday-Smith, Nancy (INFC)
Sent: November 20, 2018 2:31 PM
To: Tremblay, Jenny (INFC) <jenny.tremblay@canada.ca>; Poirier2, Eric (INFC) <eric.poirier2@canada.ca>; Knecht, Brigit (INFC) <brigit.knecht@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>; Williams, Tushara (INFC) <tushara.williams@canada.ca>; Rybicki, Jonathan (INFC) <jonathan.rybicki@canada.ca>
Subject: FW: Civic Lab - Info Sheets (Confidential Drafts)

Hi Eric / Brigit –

Glenn Campbell will be providing panel remarks on behalf of the government at a “Civic Lab” being hosted by Waterfront Toronto this Friday. (He hadn't been expected to actively participate but there was a late cancellation). In this role he received the email below, and these attachments (intended to help inform remarks), as part of prep for the session.

Glenn would like his presentation to cover what the GoC is doing in these topics (as well as squeeze in some broader themes). On the matter of smart cities, I was hoping to get some stock lines from your side that we could plug into his remarks. We've gone to ISED for help on the others.

The event is fast approaching. Is there any chance we could count on input from you by c.o.b. tomorrow? Anything off the shelf would do. Grateful if you could let me know what's possible.

Thanks,
Nancy

From: Campbell, Glenn (INFC)
Sent: November 20, 2018 2:08 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Fw: Civic Lab - Info Sheets (Confidential Drafts)

Redux

Glenn Campbell

[REDACTED]

613 941-0722 (w)

From: Louroz Mercader <[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>
Sent: Tuesday, November 20, 2018 1:36 PM
To: Kristina Verner; Carol Webb; Claudia Landres-Hansen; Nicole Swerhun; Ian Malczewski; Michael Geist; Teresa Scassa; Pamela Robinson; mnooble@toronto.ca; [\[REDACTED\]@toronto.ca](mailto:[REDACTED]@toronto.ca); Lawrence.Eta@toronto.ca; mnooble@toronto.ca; Natasha Gevikoglu; marc.gauthier@dentons.com; chantal Bernier; Campbell, Glenn (INFC); David.Stonehouse@toronto.ca
Subject: Civic Lab - Info Sheets (Confidential Drafts)

Dear Civic Lab Speakers,

Thank you in advance for your time, expertise and participation in Waterfront Toronto's Civic Lab taking place this Friday, November 23.

We wanted to share with you a series of **Confidential DRAFT** public education "Info Sheets" which will be circulated for feedback with the participants at our Civic Lab. They are also intended to help inform your speaking remarks in advance of our call this afternoon at **4:30pm**.

Attached are the following Info Sheets:

- 1 - Smart Cities
- 2 - Digital Governance
- 3 - Data Collection and Use
- 4 - Algorithms

Let me know if you have any questions.
 Many thanks and speak soon,

Louroz

Louroz Mercader | Communications and Public Engagement Manager | **Waterfront Toronto** | 1310-20 Bay Street | Toronto ON M5J 2N8 | [\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca) | waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 21, 2018 3:38 PM
To: 'Kristina Verner'
Cc: Tippins, Shawn (INFC); Campbell, Glenn (INFC); 'Edward Chalupka'
Subject: RE: Federal Government Cancellation for Civic Lab

Please see correction to below.

From: Faraday-Smith, Nancy (INFC)
Sent: November 21, 2018 3:14 PM
To: Kristina Verner <KVerner@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; 'Edward Chalupka' <[REDACTED]@waterfrontoronto.ca>
Subject: FW: Federal Government Cancellation for Civic Lab
Importance: High

Hi Kristina –

On the call yesterday with panel participants, WT had asked for a list of participants from each order of government. In addition to Glenn as panelist, below is the list of other supporting federal attendees –

- Nancy Faraday-Smith, INFC
- Shawn Tippins, INFC
- ~~Adam Nicholl, INFC (from Smart Cities Challenge)~~
- Charles Taillefer, ISED

Hope that's helpful and let me know if you have any questions,
 Nancy

From: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Sent: November 16, 2018 4:06 PM
To: Schaan, Mark (IC) <mark.schaan@canada.ca>
Cc: Kristina Verner <KVerner@waterfrontoronto.ca>; Louroz Mercader <LMercader@waterfrontoronto.ca>
Subject: Civic Lab Next Week
Importance: High

Sent on behalf of Kristina Verner – Please see below.

Hello,

Thank you again for to participate in our upcoming Civic Lab to help provide greater context around the data/digital conversation for smart cities.

I apologize if our communications team has already been in touch with regard to the Civic Lab next week, and this is a duplicate e-mail. However, I wanted to reach out to you to ensure you have the information you require to prepare for

the session. We currently have 33 confirmed participants and are following up with any folks who haven't RSVP'd today. The event will be livestreamed and captured for later viewing.

From a high level the agenda will flow as follows:

1. Welcome from Michael Geist
2. Introductions & Agenda Overview – Nicole Swerhun
3. Briefing from Waterfront Toronto – Kristina Verner
4. Briefing from City of Toronto – Michael Noble
5. Environmental & Policy Scan
 - a. Environmental Scan – Privacy & Data Ownership – Teresa Scassa
 - b. Environmental Scan – Smart Cities – Where technology and urbanism meet, designing for inclusion – Pamela Robinson
 - c. Policy Framework – City of Toronto – Lawrence Eta, Deputy CIO
 - d. Policy Framework – Province of Ontario – TBD?
 - e. **Policy Framework - Government of Canada – Mark Schaan, Director General, Marketplace Framework Policy Branch, ISED**
Key Questions: The federal government's jurisdiction on data governance issues in relation to the other two levels of government, specifically the policies in place with regard to privacy and data governance and what can be leveraged by the Quayside project. In addition, highlight current efforts to modernize the policy frameworks including the consultations underway.
 - f. TBC – IPCO/OPC
6. Q&A from the floor to all speakers
7. Discussion and Feedback Roundtables
8. Full room Facilitation Plenary
9. Wrap Up and Next Steps

If we could kindly have a copy of any slides, etc., that you would like to use for your segment by **3pm on Thursday, November 22**, we would greatly appreciate it.

I believe that Louroz has been in touch with regard to a speaker briefing. In the interim, if you any question, please do not hesitate to reach out to me.

All the best!

Kristina

kristina.verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 [REDACTED] | kverner@waterfronttoronto.ca | www.waterfronttoronto.ca



Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 23, 2018 12:43 PM
To: 'Kristina Verner'
Cc: Tippins, Shawn (INFC)
Subject: FW: Data Trust Workshop Information Package
Attachments: Workshop Information Package Final.pdf

Hi Kristina –



As discussed, possible for my senior analyst, Shawn Tippins, to attend this event on data trusts taking place next week?

Many thanks,
 Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
 Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
 Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

From: Chris Makris [<mailto:> 
Sent: November 22, 2018 5:53 PM
Cc: Chris Makris < >
Subject: Data Trust Workshop Information Package

Hi all,

We are so excited that you are able to participate in the workshop on data trusts and governance next week. We are looking forward to it! We will be delving into our collective vision to help guide the discussion of the future of data governance in smart cities and the models of data sharing that will enable transparency and accountability of potentially sensitive information.

Attached, I have included an information package to further dive into the project, data trusts and some key considerations of their composition.

Below, I have a copy of the agenda (also in the information package) and directions to the venue.

Agenda, November 27th, 2018

8:30am	Breakfast and Registration
Start: 9:00am	Welcome & Introductions
	Panel Discussion: Data Trust 101
	Activity 1: Aspirations & Design Principles
	Activity 2: Use Case Tour Part 1

11:45am

Lunch

12:15pm

Activity 2: Use Case Tour Part 2

Activity 3: Deep Dive

Closing Remarks & Next Steps

End: 2:00pm

Location: The workshop will be held at [Bridgepoint Active Healthcare](#), 1 Bridgepoint Drive, Toronto, ON M4M 2B5 in room 5.165.

Suggested Room Directions: Room 5.165 is located on the North Side of the hospital. Take the public elevators from the main floor or ground floor of the hospital up to the 5th floor. When you exit the elevators, head towards the hair salon and the internet café. Turn right at the internet café and proceed towards the end of the hallway. Room 5.165 is located at the very end of this hallway. If you have any questions along the way please give Chris Makris a call at [REDACTED]

Parking:
There is a Green P located at the corner of Broadview and Gerard and there is free street parking along Broadview (heading east toward Gerard).

We look forward to hosting you next week! If you have any further questions please let me know :)

Best regards,

Chris Makris
Sr. Associate, Urban Innovation

MaRS Solutions Lab
101 College Street, Suite 406
Toronto, Ontario, Canada M5G 1L7
[REDACTED]
solutions-lab.marsdd.com

Co-Design Workshop: Exploring the Potential of a Data Trust



Agenda

8:30am	Breakfast and Registration
Start: 9:00am	Welcome & Introductions
	Panel Discussion: Data Trust 101
	Activity 1: Aspirations & Design Principles
	Activity 2: Use Case Tour Part 1
11:45am	Lunch
12:15pm	Activity 2: Use Case Tour Part 2
	Activity 3: Deep Dive
	Closing Remarks & Next Steps
End: 2:00pm	

Project Challenge

MaRS Discovery District, in partnership with Waterfront Toronto is developing a primer on data trusts to inform a higher quality public conversation about how data trusts might play a role in responsibly sharing data in smart cities.

Purpose of Workshop

To deliberate on the use of data trusts in four specific use case scenarios in order to identify practical challenges and opportunities. We will hold space for exploration of both the uses and limitations of data trust models in urban data governance. We acknowledge this is a complex and nuanced topic that is central to both the hopes and fears people have about living, working, and playing in a smart city. We need your help to frame the right questions and make the choices and their consequences tangible so that citizens can meaningfully engage in the conversation.

What is a Data Trust?

For the purposes of this workshop, we are interested in the potential of a data trust to govern urban data collected in a defined urban zone. A trust is a legal structure that enables one party, the trustor, to give another party, the trustee, the right to hold an asset to fulfill a purpose for a third party, the beneficiary. A data trust is a trust where the **asset** is the code base (database, standards, processing structures and interface) and the resulting data that moves through it. The **purpose** is the reason the trust is created, encoded in a mission and governing principles. Data trust **beneficiaries** are the residents and visitors to the urban zone. **Trustees** are the people with a fiduciary responsibility to protect the interests of the beneficiaries. In a data trust, this would include public accountability and participation structures. A **trustor** is a person or company who owns the original asset. For a data trust, the trustor transfers the ownership of data collected in the urban zone and algorithms developed for processing the data to the trustees. They may, however, retain a license for their use. Beneficiaries have a legal right to challenge whether a trustee is fulfilling the purpose of the trust.¹

¹ See <https://medium.com/@McDapper/the-civic-trust-e674f9aeab43>; <https://theodi.org/article/what-is-a-data-trust/>

Technical Architecture

In addition to its legal structure, a data trust must implement a technical architecture for the collection, storage, and access of data. For example, in Barcelona, DECODE is a data trust that provides tools to put individuals in control of whether they keep their personal data private or share it for the public good. DECODE uses the centralized, government-maintained CityOS to store a data pool, with APIs that allow third parties to access the data for social impact and more efficient government procurement. In contrast, Estonia's X-Road platform links a decentralized network of individual servers through end-to-end encrypted pathways. Citizens own and control access to their data, and can receive notifications every time someone views their data.

Business Model

A data trust requires long-term sustainable funding to cover governance, data management, oversight, and enforcement costs. Depending on whether the trust is positioned as an internal government department, an arms-length agency, a not for profit, or a social enterprise, it may cover its costs through taxpayer dollars, government transfer payments, government grants, an endowment, charitable donations, licensing fees, or fee for service (for example, receiving corporate revenues in exchange for reducing corporate liability of large data sets).

Workshop Scenarios

During the workshop we will employ four use cases to test the data trust model in different scenarios. Participants will be asked to sign up for two of the four use cases at registration.

Building and Consumption Data

Data Type: Consumption data (electricity, natural gas & water) captured at the level of a home or a business by smart meters operated by public utilities and/or at the circuit or appliance level (furnace, a/c, refrigerator, dishwasher, car etc) within a home by private energy management services.

Use cases: This data can be used by utilities, pvt. sector companies, and consumers and businesses themselves:

- a) district level optimization of energy system (storage, renewables)
- b) automated home and building management systems
- c) benchmarking and performance insights to home owners
- d) targeted marketing for energy efficient products, conservation programs and rebates

Mobility

Data Type: Computer vision data, Bluetooth data to capture traffic speed, volume and mode at intersections. Movement data from cell phones, connected car systems, traffic lights and connected infrastructure (sidewalks, roads etc.) to know origin destination, route and infrastructure use.

Use cases: This data could be used to:

- a) Plan for better allocation (static and dynamic) of public, private, shared and individual mobility modes to meet user needs and optimize efficiency and throughput of people & good delivery
- b) Improve road safety by supporting law enforcement that can track if a car ran a red light or went onto a biking lane, parked at a 'no parking' time, speed violations etc.
- c) Industry could use this data to design /customize better transportation service options for users within an area. E.g. A new ride share route that includes a stop at the daycare on the way home.
- d) Emergency services for arrival at a crash site before a call is made.

Adaptable Spaces

Data Type: Data collected from tenants' premises: Noise data, smell data, occupancy data, energy data (server load, scanner/printers, computers), historical and forecasted company growth/space requirement data.

Use cases: This data could be used to dynamically optimize building space allocation to meet the growing or shrinking space needs (amount and quality) of a tenant. This would offer the following benefits to:

- a) **Landlord's** would maximize revenue by minimizing vacancy
- b) **Tenants** could adapt the space to meet their needs (up, down or in terms of quality). This would improve both cost and quality of space, and;
- c) **Society** would see:
 - a. Better law enforcement (noise complaints)
 - b. Better emergency services (smell of natural gas, people stuck in a building during a fire)

Smart Health Assistance

Data Type: Personal wearable or medical equipment data (pacemakers, dialysis machines, respirators), demographic & health data, movement/impact, temperature sensor data from within home, weather data

Use Cases: This data could be used to:

- a) Provide better emergency response once falls are detected in homes with seniors
- b) Preventative care / support for senior, patients who are at risk of overheating/cooling in extreme weather events
- c) Medical research that leverages medical and environmental data to understand and provide better diagnostic and preventative care solutions
- d) Remote monitoring supports aging in places safely and reduces burden of health care system

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 26, 2018 12:48 PM
To: 'Meg Davis'; Edward Chalupka
Subject: RE: ADM deep dive on MIDP

Sounds good. Talk soon.

From: Meg Davis [mailto:MDavis@waterfrontoronto.ca]
Sent: November 26, 2018 12:27 PM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: ADM deep dive on MIDP

Thanks Ed. Nancy this is on the agenda for our call so we can discuss in more detail. Just to clarify that the MIDP chapters are being provided to us in draft one per week. They are very much draft. We want to be able to feedback a bit to SWL and get a more refined version that we would brief you on. Let's talk more on the call. Thx!

Sent from my BlackBerry — the most secure mobile device — via the Rogers Network

From: [REDACTED]@waterfrontoronto.ca
Sent: November 26, 2018 11:43 AM
To: nancy.faraday-smith@canada.ca; MDavis@waterfrontoronto.ca
Subject: RE: ADM deep dive on MIDP

Nancy – We were having a conversation just this morning on the briefing process for governments with respect to the MIDP and wanted to raise our proposal for briefing the ADM working group on our call this aft.

Draft chapters of the MIDIP are now formally starting to roll in... they still require some internal review before we share with governments. Our thoughts were that we could have a deep dive on the sustainability and mobility pillars the week of Dec 10th – spend a couple of hours walking all orders of government through the chapters as they currently stand. Broadly speaking we would cover 4 main areas:

1. Summary of the main Initiatives
2. Alignment with WT's objectives
3. Policy and regulatory implications
4. Risks, Key Issues and Viability Concerns (if any)

We could follow up with another ADM working group meeting the week of Jan 7th on Data/Digital Governance, Public Realm and Buildings/Housing and Public Realm.

I won't be on the call this aft as I have a conflict unfortunately but Meg and Kristina will be to discuss the above.

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, November 26, 2018 10:16 AM
To: Meg Davis <MDavis@waterfrontoronto.ca>
Cc: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Subject: ADM deep dive on MIDP

Hi Meg,

I hope you had a nice weekend. Though you'll be speaking with Glenn later this today I wanted to touch base on a logistics matter rather than taking up time on the call. [REDACTED] Glenn mentioned to me that he, Lou and Adam are looking to spend a few hours with WT doing a deep dive on the MIDP as it stands at the moment. On Friday he suggested he'd like to do this at the earliest opportunity. To that end, does it make sense that someone in your office work with the various ADMOs to coordinate, given that WT would be hosting?

Thanks and let me know if you have an alternative preference.

Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation

Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: [613-948-9481](tel:613-948-9481)

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
 Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : [613-948-9481](tel:613-948-9481)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 27, 2018 6:08 PM
To: 'Edward Chalupka'; Tippins, Shawn (INFC)
Subject: RE: FYI - Media Briefing in advance of Quayside public roundtable

I'm sure you're not. [REDACTED]

From: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: November 27, 2018 6:04 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: FYI - Media Briefing in advance of Quayside public roundtable

I have wasn't on the call but I believe Meg told me she mentioned it. Perhaps I am wrong.

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From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Tuesday, November 27, 2018 5:46:08 PM
To: Edward Chalupka; Tippins, Shawn (INFC)
Subject: RE: FYI - Media Briefing in advance of Quayside public roundtable

Thanks Ed. I must have missed mention of that. Thanks for the added heads up and for materials to come.

From: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: November 27, 2018 5:22 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: FW: FYI - Media Briefing in advance of Quayside public roundtable

Further to the call from the other day where I understand that Meg mentioned the media briefing by SWL this Thursday. Your comms have been looped in and we will share materials as soon as they are ready.

Ed

From: Carol Webb
Sent: Tuesday, November 27, 2018 5:20 PM
To: 'Hobbs, Joshua (INFC)' <joshua.hobbs@canada.ca>; MacGillivray, Lauren (MOI) <Lauren.MacGillivray@ontario.ca>; 'Deborah Blackstone' <Deborah.Blackstone@toronto.ca>
Cc: Andrew Tumilty <ATumilty@waterfrontoronto.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Subject: FYI - Media Briefing in advance of Quayside public roundtable

Hi everyone,

Just wanted to share a heads-up that Sidewalk Labs is planning a media briefing on Thursday morning. The briefing will be a preview of material to be presented at the public roundtable on December 8th. Tomorrow we will share the materials that SWL plans to present as well as any key messages and QAs that WT develops. I will also confirm time and location details for the briefing.

Apologies for the short notice, this was only just confirmed.

Best, Carol

carol webb | project communications manager | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
cwebb@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

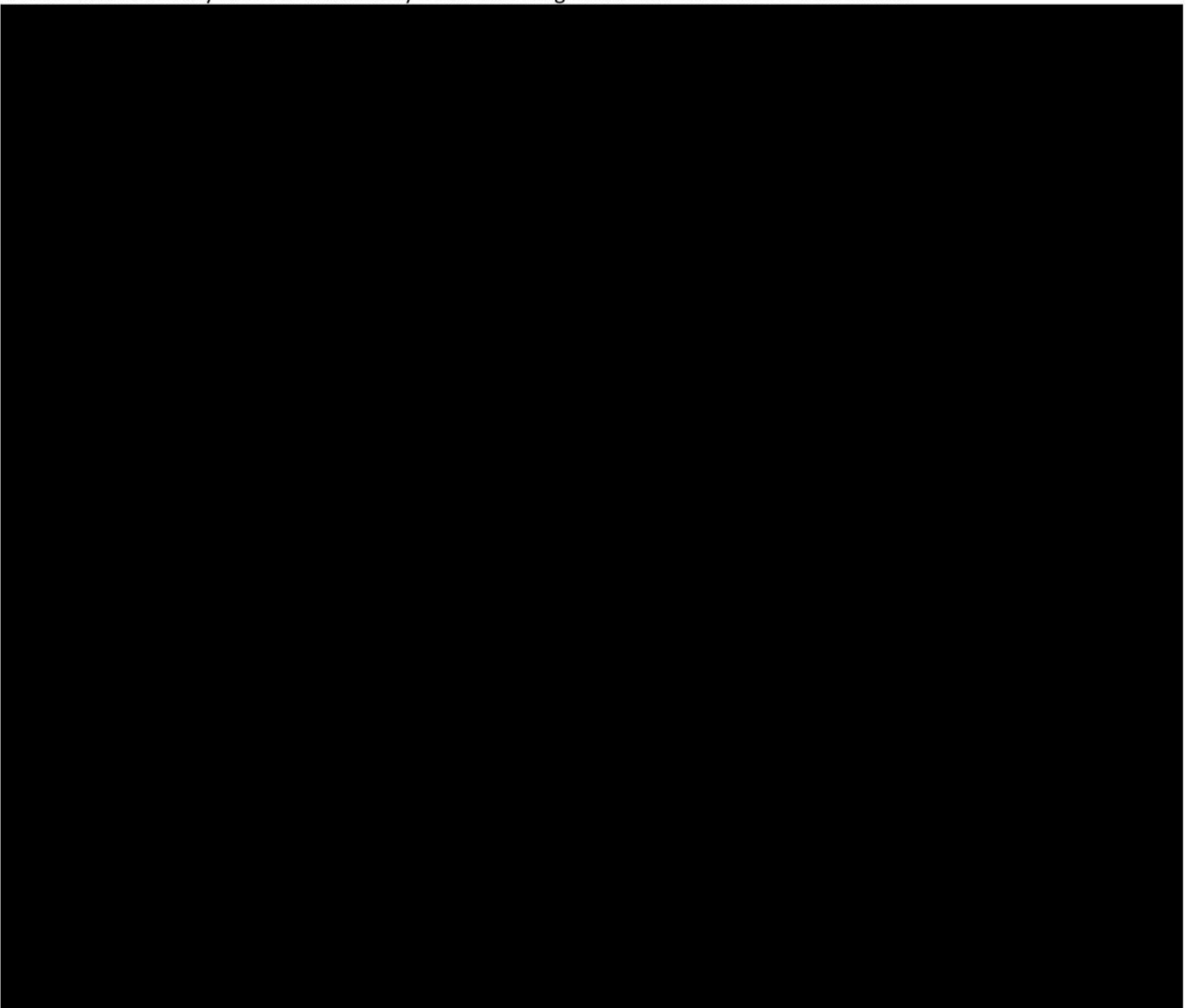
From: Faraday-Smith, Nancy (INFC)
Sent: November 27, 2018 8:57 PM
To: Tippins, Shawn (INFC)
Subject: Re: Notes from call with Meg Davis & Kristina Verner - Nov 26/18

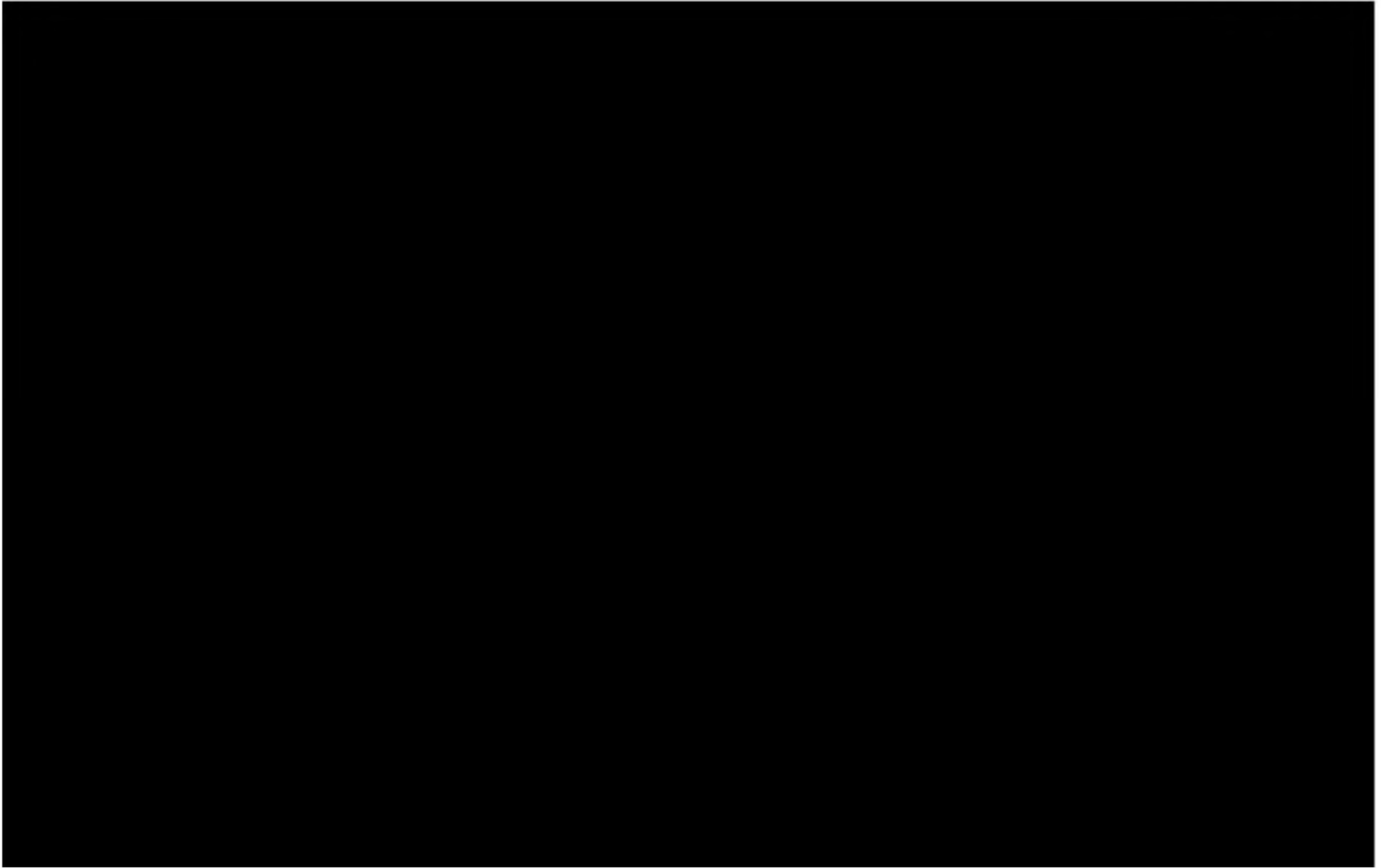
Thanks. I'll check against my notes tomorrow morning to see if there's anything I can round out.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Tippins, Shawn (INFC)
Sent: Tuesday, November 27, 2018 8:56 PM
To: Faraday-Smith, Nancy (INFC)
Subject: Notes from call with Meg Davis & Kristina Verner - Nov 26/18

Please find below my notes from Monday's call with Meg & Kristina. Ok to share with Glenn?





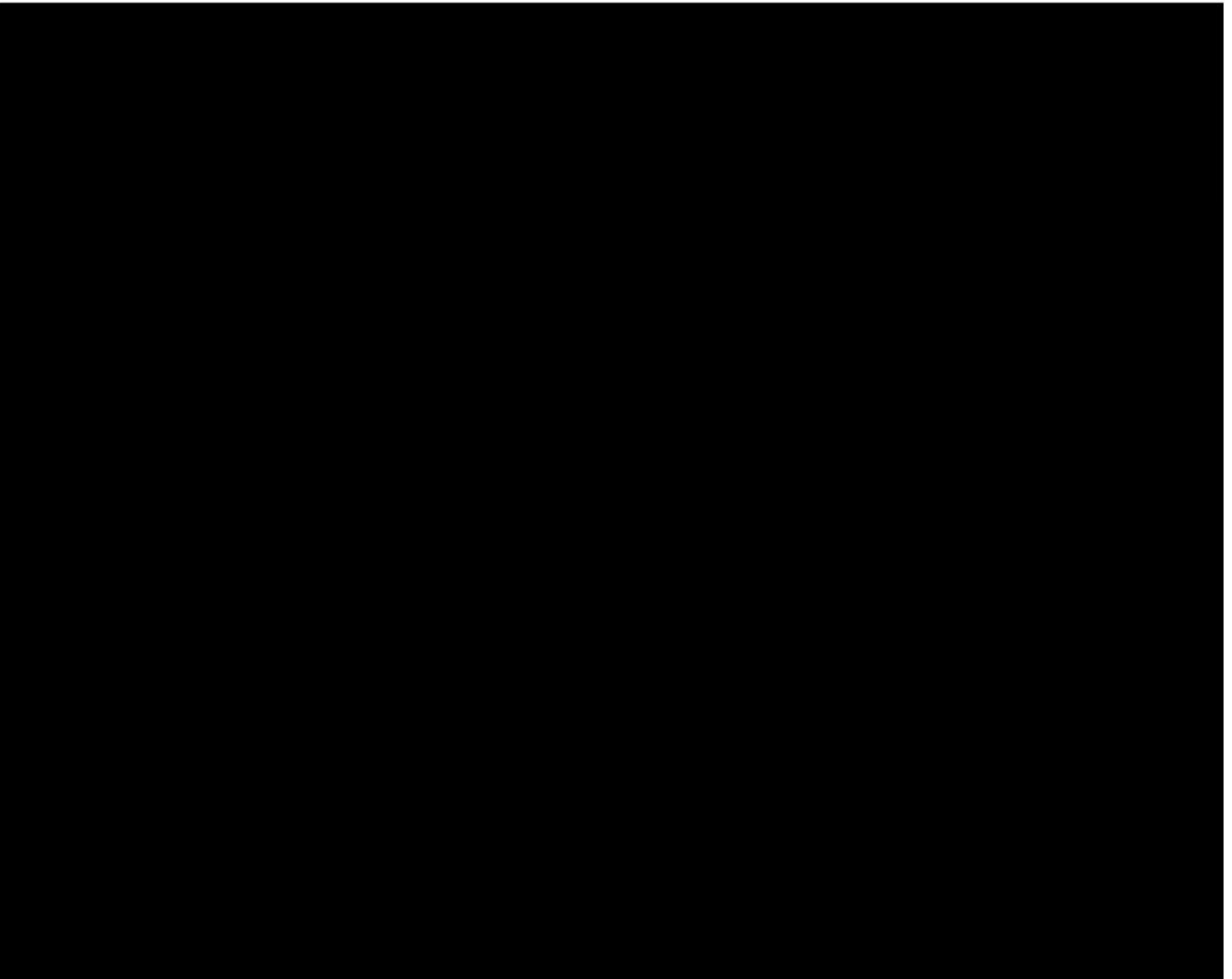
From: Faraday-Smith, Nancy (INFC)
Sent: November 28, 2018 9:30 AM
To: Tippins, Shawn (INFC)
Subject: RE: Notes from call with Meg Davis & Kristina Verner - Nov 26/18

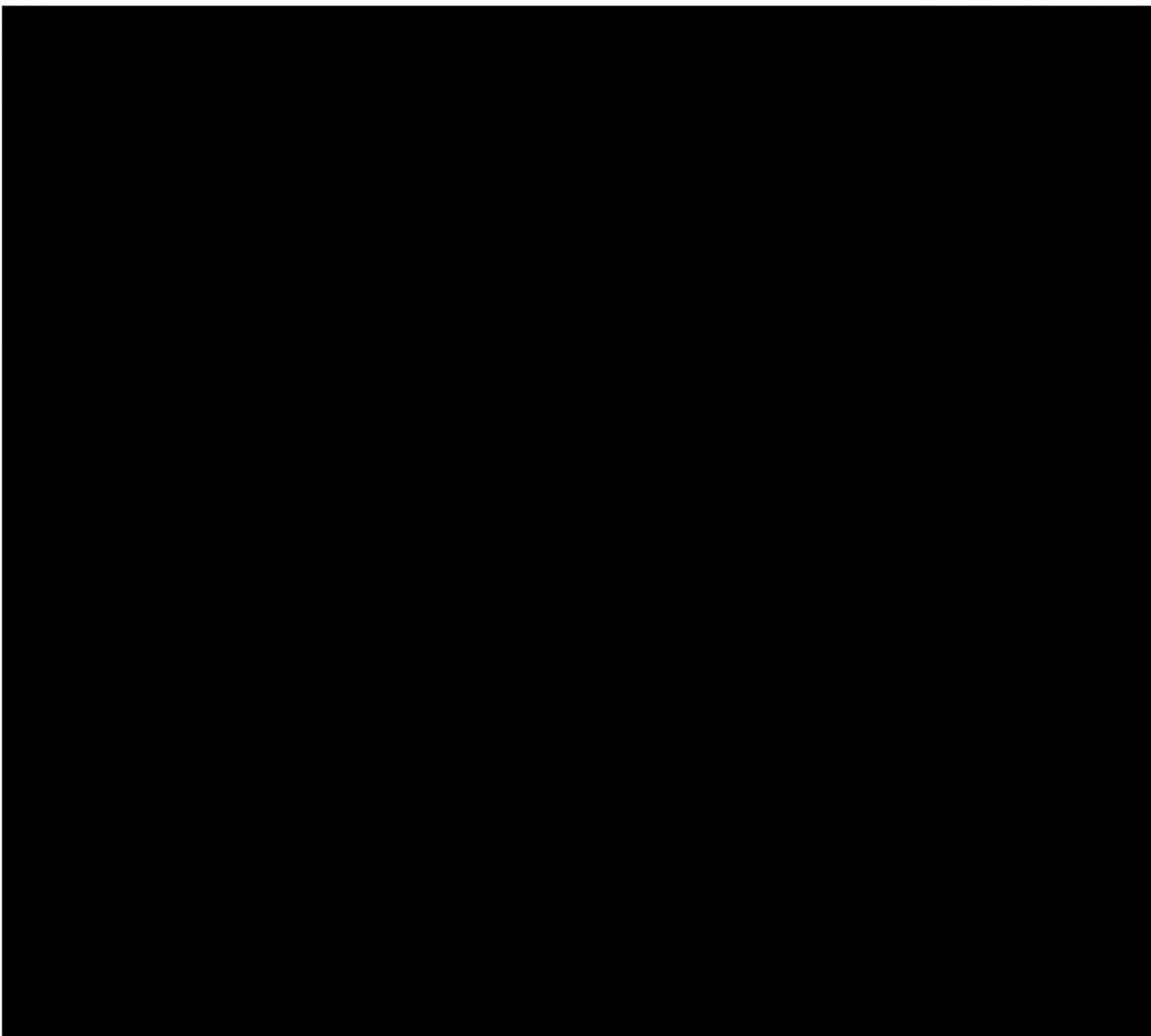
Looks good. Only minor edit/addition below.

Thanks!

From: Tippins, Shawn (INFC)
Sent: November 27, 2018 8:56 PM
To: Faraday-Smith, Nancy (INFC)
Subject: Notes from call with Meg Davis & Kristina Verner - Nov 26/18

Please find below my notes from Monday's call with Meg & Kristina. Ok to share with Glenn?





Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 29, 2018 1:42 PM
To: 'Edward Chalupka'
Cc: 'Kristina Verner'
Subject: SWL talking points from today's media briefing

Importance: High

Hi Ed,

[REDACTED] Particularly given the briefing is done, can you follow up with SWL?

Much appreciated,
Nancy

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: November 29, 2018 3:52 PM
To: 'Edward Chalupka'
Cc: Kristina Verner; Campbell, Glenn (INFC); Tippins, Shawn (INFC)
Subject: RE: SWL talking points from today's media briefing

Very helpful - thanks

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: November 29, 2018 2:55 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Kristina Verner <KVerner@waterfrontoronto.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: SWL talking points from today's media briefing

Nancy – below are rough notes taken by WT staff in attendance which captures the back and forth of the media and SWL.

Ed

Number of buildings?

5 parcels, different number of buildings in each, 12 buildings in total. All mixed between commercial, retail, and residential

What is purpose built rental?

A building built for the purpose of rental rather than condos

Can you expand on the idea of building a supply chain on tall timber?

Full chain from forest to factory to building. Look at technology in Europe and bring it here

Does that chain exist currently here?

Some companies do, we are in conversations with existing ones, and may look at creating our own

What forests would you take from? Can't answer right now

How long to complete once you get the approvals? What are the construction costs?

3-5 years, no estimate now on construction costs right now. Dynamic pricing, new technologies involved, goal is to drive down construction costs

What about the digital costs?

Different components to digital, minimal on infrastructure like cabling, sensors, bigger costs is research and development into technologies needed.

How long for approval process? Plan to expedite approval with city?

Great conversations with city, plan will be put forth for review, talking with waterfront and the city on approval process now

On rental, who is going to be the landlord? *NTD: Nancy - this answer came as a surprise to WT).*

Probably Sidewalk, but we could also partner with others

Current zoning is for 3.3 million?

Correct, not looking to exceed current zoning

Question about the flexibility of retail spaces.

Talked about being flexible not to being reliant on long leases and big tenants, giving opportunity to smaller businesses, new ventures.

Also bigger established companies looking to try new ideas and delivery methods.

Commercial spaces are meant to be flexible enough for manufacturing, production, film uses, etc

Public input opportunities?

Round tables coming up, working closely with Waterfront Toronto and the city, great feedback from both. Feedback has happened since the beginning, we didn't produce this and say "now give us feedback," the feedback is what helped create this proposal.

Any updates on civic data trust? Breakout session at round table, WT leading on that front

Any dramatic changes through feedback you've got so far?

Strong desires for access to the lake, lot of push from the public in that area. Not just a dock wall surrounding the slip, different ecologies. A lot of engagement with the accessibility community. Modular paving allows us to change streets easier for different needs. Size of panels was one example. .

LRT expansion, is that up to city or province?

What's shown is what was proposed by the TTC, we are not looking to change that, and would work with all levels to expedite that

Intellectual property?

Covered in the planned development agreement, part of this is defining those terms, and how sharing in the future revenues would work

Which technologies would be covered in civic data trust?

Public realm and public spaces are focus, and as we work through process we will determine which other systems would need to be included, focusing on protecting privacy as a priority.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

Sent: Thursday, November 29, 2018 2:43 PM

To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>

Cc: Kristina Verner <KVerner@waterfrontoronto.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

Subject: RE: SWL talking points from today's media briefing

Thanks Ed. Was this an interactive session? If so, what was the nature of the media Qs? Wondering what kind of reporting-out we can expect after 3pm.

From: Edward Chalupka [[mailto:\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)]

Sent: November 29, 2018 2:39 PM

To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

Cc: Kristina Verner <KVerner@waterfrontoronto.ca>

Subject: RE: SWL talking points from today's media briefing

Nancy – This is what was shared with us by SWL in terms of their talking points. It is consistent with what staff from WT heard who were there as observers.

Ed

- We know how important the revitalization of Quayside is for the city and everyone who lives here.
- People want this city to be better - more affordable housing, faster ways to get around the city, safer streets for pedestrians and cyclists, a cleaner and healthier environment.
- That's what we are aiming to do by creating this new neighbourhood in Quayside. And we're excited to share a draft plan with the public for the first time of what it could look and feel like.
- This is all based on what we've heard from Toronto residents over the last year. I encourage people to go online and take a look at the images.
- There are some key features in the plan that I think Toronto residents are going to be excited about:
 - This will not be a condo-only community. Quayside aims to build 40% below-market housing, made up of 20% affordable housing and 20% middle income housing ensuring this community reflects the full diversity of Toronto
 - Because of this project, 3,900 jobs will be located at Quayside and thousands more created during construction.
 - Upwards of 9,000+ direct and indirect jobs will be created in Ontario as a result of the building construction at Quayside
 - We'll be supporting the country's timber industry by building the entire neighbourhood through mass timber
 - We're building this neighbourhood using a whole new way for people to get around quickly and safely using Vision Zero. We support the construction of the LRT and getting ready for automated vehicles
 - We're targeting a 75-85% reduction in greenhouse gas emissions

- Through a Civic Data Trust, all data collected in the public realm is de-identified of all personal markers, and made publicly accessible through published standards
- We are looking forward to hearing from the public and government on our plan.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 3, 2018 2:52 PM
To: 'Kristina Verner'; Campbell, Glenn (INFC)
Cc: Meg Davis; Edward Chalupka; Tippins, Shawn (INFC)
Subject: RE: Stats from Livestream etc. from Civic Labs

Thanks Kristina

From: Kristina Verner [mailto:KVerner@waterfronttoronto.ca]
Sent: December 3, 2018 2:12 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Meg Davis <MDavis@waterfronttoronto.ca>; Edward Chalupka [REDACTED]@waterfronttoronto.ca>
Subject: FW: Stats from Livestream etc. from Civic Labs

Hello Glenn and Nancy,

Please find below the stats from the Civic Lab.

If there are any questions, please do not hesitate to contact me.

Kristina

kristina.verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 [REDACTED] kverner@waterfronttoronto.ca | www.waterfronttoronto.ca



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From: Stephanie Chow [REDACTED]@waterfronttoronto.ca>
Sent: Monday, December 3, 2018 1:58 PM
To: Louroz Mercader [REDACTED]@waterfronttoronto.ca>; Kristina Verner <KVerner@waterfronttoronto.ca>
Subject: RE: Stats from Livestream etc. from Civic Labs

1. In the room

Overall: 62

Participants: 46

Media: 4

Staff: 12

2. Livestream on Facebook

Peak live viewers: 17

3. Views after (including Youtube)

Overall: 405

Facebook: 353

YouTube: 52

Thanks!

Steph

From: Louroz Mercader

Sent: Monday, December 3, 2018 1:35 PM

To: Kristina Verner <KVerner@waterfronttoronto.ca>

Cc: Stephanie Chow <[REDACTED]@waterfronttoronto.ca>

Subject: RE: Stats from Livestream etc. from Civic Labs

Sure can!

+ Stephanie who can give us the complete rundown!

LM

From: Kristina Verner <KVerner@waterfronttoronto.ca>

Sent: Monday, December 3, 2018 1:27 PM

To: Louroz Mercader <[REDACTED]@waterfronttoronto.ca>

Subject: Stats from Livestream etc. from Civic Labs

Can you please send over any stats you have:

- 1 – in the room
- 2 -livestream
- 3 – views after?

Thanks!

kristina verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 [REDACTED] kverner@waterfronttoronto.ca | www.waterfronttoronto.ca



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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 4, 2018 5:27 PM
To: 'Kristina Verner'; Campbell, Glenn (INFC)
Cc: Edward Chalupka
Subject: RE: Current roundtable registrations

Thanks Kristina

From: Kristina Verner [mailto:KVerner@waterfrontoronto.ca]
Sent: December 3, 2018 7:09 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Subject: Current roundtable registrations

Hello everyone,

Further to our call today, please find below the current numbers for Saturday's roundtable. I can circulate numbers again later this week if that is helpful? Please note that registration is not required - so the numbers may be higher. Also, past events have had an approximate 40% attrition rate.

Apologies for the format, I am sending this from my mobile device.

Kristina

Confirmed RSVPs (including invited guests):**474**

Morning session: **118**

Afternoon session: **180**

Both: **87**

I'm not sure: **87**

Interest in the following session (respondents were allowed multiple choices)

10:40 a.m. – 11:30 a.m.

QS Site Plan and Transportation - 187

Affordable Housing & Social Infrastructure - 62

Digital Governance - 62

Sustainability - 52

N/A - 157

11:40 a.m. – 12:30 p.m.

QS Site Plan and Transportation - 77

Affordable Housing & Social Infrastructure - 154

Digital Governance - 90

Sustainability - 67

N/A - 135

3:10 p.m. – 4:00 p.m.

QS Site Plan and Transportation - 130

Affordable Housing & Social Infrastructure - 106

Digital Governance - 145

Sustainability - 70

N/A - 84

4:10 p.m. – 5:00 p.m.

QS Site Plan and Transportation - 95

Affordable Housing & Social Infrastructure - 107

Digital Governance - 84

Sustainability - 149

N/A - 111

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 5, 2018 3:46 PM
To: 'Edward Chalupka'
Subject: RE: AG Docs

Not much to talk about quite yet but the day ain't over! Will let you know when it might be good to tee up a call.

From: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: December 5, 2018 3:45 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: AG Docs

Indeed - What is the reaction in Ottawa?

Time for a chat?

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Wednesday, December 5, 2018 3:44 PM
To: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Subject: RE: AG Docs

Belated thanks Ed. So much on the go today!

From: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: December 5, 2018 12:01 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Brett Howell <[REDACTED]@toronto.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; adam.redish@ontario.ca; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>
Cc: Cameron MacKay <CMacKay@waterfrontoronto.ca>; Marisa Piattelli <[REDACTED]@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>
Subject: FW: AG Docs

Latest documents – depending on what the auditor says at the podium these may change before being released publicly.

Ed

From: Andrew Tumilty
Sent: Wednesday, December 5, 2018 11:59 AM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Subject:

Here you go,

Narrative and KM are an internal document

andrew tumilty | media relations and issues advisor | [Waterfront Toronto](#) |
1310-20 bay street | toronto ON M5J 2N8 | [REDACTED] | atumilty@waterfronttoronto.ca |
www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Campbell, Glenn (INFC)
Sent: December 6, 2018 1:26 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: Fw: WT and AG report

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Marisa Piattelli
Sent: Thursday, December 6, 2018 1:24 PM
To: Campbell, Glenn (INFC)
Subject: WT and AG report

Hi Glenn, was there a federal statement on the AG report? Thanks.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 6, 2018 2:44 PM
To: Edward Chalupka
Subject: Re: Weekly call Federal Secretariat/ WT

[REDACTED] Let me see what views are here.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Edward Chalupka
Sent: Thursday, December 6, 2018 2:04 PM
To: Faraday-Smith, Nancy (INFC)
Subject: RE: Weekly call Federal Secretariat/ WT

[REDACTED] think you are referring to a different meeting. I am talking about the SWL/WT meeting that was scheduled for 10:30 tomorrow – originally with Micha Lasher, Kristina and myself. Wondering if there is a desire to still have a discussion but over the phone rather than face to face.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, December 6, 2018 2:02 PM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Subject: RE: Weekly call Federal Secretariat/ WT

Suzie H reached out to our DM directly and she accepted. I can raise but not sure it's anyone's call but theirs. I believe GHD will be an equal if not larger part of the discussion.

From: Edward Chalupka [[mailto:\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)]
Sent: December 6, 2018 1:55 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: Weekly call Federal Secretariat/ WT

Nancy – we agree. But on another matter. Think there is a call scheduled between SWL/WT and your deputy tomorrow morning instead of the planned in person meeting. Wondering what the sentiment and thinking was over there in terms of having the meeting – WT feels that unless you feel strongly we should push it.

Thoughts?

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, December 6, 2018 12:29 PM
To: Meg Davis <MDavis@waterfrontoronto.ca>
Cc: Julie Bowering <[REDACTED]@waterfrontoronto.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Claudia Landres-Hansen <[REDACTED]@waterfrontoronto.ca>; Boudreau, Marcia (INFC)

<marcia.boudreau@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

Subject: RE: Weekly call Federal Secretariat/ WT

Hi Meg,

Given that Glenn and I will be at WT on Monday morning, [REDACTED] suggest that we cancel this 1pm teleconference and – as needed - cover off any pertinent weekly call items in person on the margins of the a.m. “deep dive” session.

Welcome your thoughts,
Nancy

-----Original Appointment-----

From: Claudia Landres-Hansen [[mailto:\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)]

Sent: October 25, 2018 10:16 AM

To: Claudia Landres-Hansen; Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC); Ladouceur3, Natalie (INFC); Edward Chalupka; Meg Davis; Julie Bowering

Subject: Weekly call Federal Secretariat/ WT

When: December 10, 2018 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Call - Meg's office

External Users

1. **Participants call:** [REDACTED]
2. **Enter the conference number** [REDACTED]

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 7, 2018 9:44 AM
To: 'Edward Chalupka'
Subject: RE: got 10 minutes?

Sorry – just realized I'm tied up until 10

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: December 7, 2018 9:42 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: got 10 minutes?

Yes – call you in 5?

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Friday, December 7, 2018 9:41 AM
To: Edward Chalupka <██████████@waterfrontoronto.ca>
Subject: got 10 minutes?

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
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nancy.faraday-smith@canada.ca / Tel: 613-948-9481

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nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Hobbs, Joshua (INFC)
Sent: December 7, 2018 11:27 AM
To: Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Gillis, Kelly (INFC)
Cc: Marchildon, Caroline (INFC)
Subject: Statement from MOI on WT BoD

FYI, the statement below is now appearing in some media articles

<https://calgaryherald.com/technology/ontario-sacks-three-waterfront-toronto-board-members-including-acting-ceo-amid-sidewalk-labs-controversy/wcm/b8eeda01-4591-4a5e-b561-a2998bf4ebbd>

From: Cameron MacKay [mailto:CMacKay@waterfronttoronto.ca]
Sent: December 7, 2018 9:56 AM
To: Hobbs, Joshua (INFC)
Subject: FW: fyi

From: Greenberg, Lee (MOI)
Sent: Friday, December 7, 2018 9:50 AM
To: Cameron MacKay
Subject: fyi

Statement from Monte McNaughton, Minister of Infrastructure

"The Auditor General's report on Waterfront Toronto made it clear that oversight needs strengthening. Specifically, the report stated that Waterfront Toronto failed to properly consult with its overseers. This is unacceptable. I was also shocked to learn the board was given one weekend to examine the most important transaction in its history before being asked to approve it. The Auditor General also referenced numerous projects that ran over-budget, including one that exceeded initial estimates by \$49 million – or 55 per cent. On Wednesday, I said I would act on that information. Accordingly, I have informed the three current Provincially-appointed board members that we are bringing new leadership to the board. I want to thank the three Board members for their service to the province. We will be announcing their replacements in the time ahead. I won't speculate on what will happen in the future. I can tell you that our actions will be guided by three principles: respect for taxpayer dollars, strong oversight and the protection of people's privacy."

Lee Greenberg | Director of Communications

Office of the Hon. Monte McNaughton
 Ministry of Infrastructure
 900 Bay St, Hearst Block, 8th Floor, Toronto ON M7A 2E1
 Tel: [REDACTED]



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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 7, 2018 3:25 PM
To: 'Edward Chalupka'
Subject: RE: option to dial into Board meeting....?

That's why. Just wondering how to connect. See that Aina just sent details. Thx ☺

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: December 7, 2018 3:23 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: option to dial into Board meeting....?

Saw that you called – presume this is why?

If something else and need to chat let me know.

Am free now.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Friday, December 7, 2018 3:17 PM
To: Edward Chalupka <██████████@waterfrontoronto.ca>
Subject: option to dial into Board meeting....?

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 9, 2018 8:06 PM
To: Edward Chalupka
Cc: Meg Davis
Subject: Agenda for tomorrow

Hi Ed -

Glenn is asking what the agenda is for tomorrow. If you get this in time could you please send to all?

Thanks
Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 13, 2018 1:36 PM
To: David Stonehouse; 'Ren, Wendy (MOI)'; 'Kristina Verner'; 'Edward Chalupka'
Cc: Meg Davis; Tippins, Shawn (INFC); Whitehead, Cam (MOI); Manning, Catalina (MOI); Brett Howell
Subject: Recent report of the federal Standing Committee on Access to Information, Privacy and Ethics

Hi there –

For interest, this is a short note to flag that on Tuesday this week the Standing Committee on Access to Information, Privacy and Ethics (ETHI) tabled the [final report](#) of its study on the breach of personal information involving Facebook and Cambridge Analytica. There are some likely longer-term cross-walks to WT/Quayside, particularly depending on what federal response/actions materialize and how the province chooses to address the AG recommendation #10. Below is a high-level summary:

- The report contains 26 recommendations, many of which call for legislative amendments to the *Personal Information Protection and Electronic Documents Act* (PIPEDA).
- Of note in the smart cities context, including with respect to possible future development of Quayside, are the following:
 - ETHI reiterates or expands upon previous recommendations to introduce new individual rights and organizational obligations into PIPEDA, modelled on the EU General Data Protection Regulation (GDPR), (e.g. algorithmic transparency, data portability, opt-in consent, etc.) and to increase the enforcement powers of the OPC (including powers of order-making, fining, and search and seizure).
 - Another key focus of ETHI's study is concerns over "data monopolies" (e.g. dominant US technology companies such as Facebook and Google) and their potential to engage in anti-competitive or other harmful practices. The Committee recommends amendments to allow the OPC and Competition Bureau to collaborate in their investigations.
 - ETHI also recommends that the Government study these potential economic harms caused by "data monopolies" to determine whether it is necessary to modernize the *Competition Act*.
 - The need for greater public education/digital literacy was also flagged.
- Notable non-government witnesses familiar with Quayside included Jim Balsillie (CCI) and Bianca Wylie (TechReset Canada). As well, Colin McKay (Head, Public Policy and Government Relations) of Google was among other witnesses.

Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 14, 2018 10:48 AM
To: 'Edward Chalupka'
Subject: RE: Fwd: Detailed MIDP evaluation framework

Super - thanks

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: December 13, 2018 7:15 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Fwd: Fwd: Detailed MIDP evaluation framework

Nancy. What is being posted tomorrow is less detail than what governments have already seen. See the attached and email trail below.

Ed

Get [Outlook for Android](#)

From: Carol Webb
Sent: Thursday, December 13, 7:08 PM
Subject: Re: Fwd: Detailed MIDP evaluation framework
To: Meg Davis, Edward Chalupka, Erik Cunningham, Kevin Greene

Yes, Meg is correct. What we are posting tomorrow is less detail than governments have seen but more than was contained in Meg's overview. It's attached if you'd like to forward to Nancy.

From: Meg Davis
Sent: 13 December 2018 17:53
To: Edward Chalupka; Carol Webb; Erik Cunningham; Kevin Greene
Subject: Re: Fwd: Detailed MIDP evaluation framework

Should be what we've shown them. Govts got more that we showed in public correct. It's the one SAC saw.

Sent from my BlackBerry — the most secure mobile device — via the Rogers Network

From:

██████████@waterfrontoronto.ca

Sent:

December 13, 2018 5:11 PM

To:

MDavis@waterfrontoronto.ca

Subject:

Fwd: Detailed MIDP evaluation framework

From: Faraday-Smith, Nancy (INFC)
Sent: Thursday, December 13, 4:13 PM
Subject: Detailed MIDP evaluation framework
To: Edward Chalupka
Cc: Tippins, Shawn (INFC), Meg Davis

Hi Ed,

If I heard correctly, Meg made reference during DSAP to a more detailed eval framework being available on-line tomorrow (?). If that's the case, would greatly appreciate an advance copy [REDACTED]
[REDACTED]

Let me know if I'm mistaken,
Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 17, 2018 11:16 AM
To: 'Edward Chalupka'
Subject: RE: Call this aft

OK. Well if anything pressing arises this week perhaps we could convene as needed on short notice.

From: Edward Chalupka [mailto: [REDACTED]@waterfronttoronto.ca]
Sent: December 17, 2018 10:55 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: Call this aft

Don't think anyone will be here next Monday as it is Christmas eve/ might have to wait until the new year.

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, December 17, 2018 10:54 AM
To: Edward Chalupka < [REDACTED]@waterfronttoronto.ca>
Subject: RE: Call this aft

Hi Ed –

Thanks for touching base. Unfortunately neither Glenn nor I are available this afternoon for a call. His office may send an official cancellation. Would it be ok on your side to pick this back up next Monday?

Nancy

From: Edward Chalupka [mailto: [REDACTED]@waterfronttoronto.ca]
Sent: December 17, 2018 10:44 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Call this aft

Just wanted to quickly touch base in advance of our call this afternoon to see what ground you would like to cover.

On our end we have two items for discussion.

1. A debrief of DSAP last week
2. Debrief from our ADM tri-government meeting with SWL last week.

Anything else on your end?

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 21, 2018 10:37 AM
To: 'Marisa Piattelli'
Cc: 'Edward Chalupka'; Meg Davis; 'Kristina Verner'; 'Lisa Taylor'
Subject: RE: Waterfront Toronto 5 Year Strategic Plan

Thanks Marisa. Lots of time and effort well spent by all.

Have a very Merry Christmas.
 Nancy

From: Marisa Piattelli [mailto:██████████@waterfronttoronto.ca]
Sent: December 20, 2018 10:06 PM
To: David Stonehouse <David.Stonehouse@toronto.ca>; Brett Howell <██████████@toronto.ca>; Mike Yu <██████████@toronto.ca>; wendy.ren@ontario.ca; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>; 'Adam Redish' <Adam.Redish@ontario.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Gillis, Kelly (INFC) <kelly.gillis@canada.ca>; Chris Murray <██████████@toronto.ca>; ██████████@ontario.ca
Cc: Michael Nobrega <██████████@waterfronttoronto.ca>; Lisa Taylor <LTaylor@waterfronttoronto.ca>; Edward Chalupka <██████████@waterfronttoronto.ca>; Cameron MacKay <CMacKay@waterfronttoronto.ca>; Andrew Tumilty <ATumilty@waterfronttoronto.ca>
Subject: Waterfront Toronto 5 Year Strategic Plan

Attached is Waterfront Toronto's Five Year Strat Plan. The Plan was approved by WT's Board on December 6th. We look forward to following up on any aspect of the plan with you. On behalf of Michael Nobrega, Lisa Taylor and the senior management team, I would like to thank you for engagement and very constructive feedback on the plan. Best wishes for the holidays. Marisa

Marisa Piattelli
 Chief Strategy Officer
 Waterfront Toronto
 ██████████@waterfronttoronto.ca

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: December 21, 2018 12:09 PM
To: 'Edward Chalupka'
Subject: RE: Twitter thread

I'll ask. Not sure if packages are specifically for the requestor only or if it can be shared.

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: December 21, 2018 12:00 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: Twitter thread

Is there anyway we can get a copy if what was shared ?

Get [Outlook for Android](#)

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Friday, December 21, 2018 11:58:51 AM
To: Edward Chalupka
Subject: RE: Twitter thread

Hi Ed –

This is a note from Privy Council Office. The access to information request would have gone to them.

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: December 21, 2018 11:51 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: FW: Twitter thread

Hi Nancy - don't know if you have seen the twitter thread below but wondering if it possible to see the package of FOI materials that is public and she is referring to so that we can respond appropriately when necessary.

Happy to discuss further.

Ed

From: Carol Webb
Sent: Thursday, December 20, 2018 7:51 PM
To: Cameron MacKay <CMacKay@waterfrontoronto.ca>; Marisa Piattelli <██████████@waterfrontoronto.ca>; Andrew Tumilty <ATumilty@waterfrontoronto.ca>; Edward Chalupka <██████████@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>
Subject: Twitter thread

Hi all,

FYI - I gather there was an FOI request to [government?] - Bianca is steadily tweeting excerpts.

<https://twitter.com/biancawylie/status/1075895831457292288>



Bianca Wylie on Twitter

twitter.com

"Tonight's thread of access to information request results for Sidewalk Toronto come courtesy of work done by @brudny Early on, Bernard wrote this great piece flagging transparency issues with the project - thanks Bernard for ongoing attention to this 🙌 <https://t.co/sxxQ9Plm2d>"

From: Faraday-Smith, Nancy (INFC)
Sent: January 7, 2019 10:47 AM
To: 'Edward Chalupka'
Cc: Tippins, Shawn (INFC)
Subject: RE: Happy New Year and here we go again :)

Great. Would 30 minutes at 11:30 work for you?

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: January 7, 2019 10:39 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Happy New Year and here we go again :)

Hi –

Just wading through my mountain of emails now that I am back. I am free this morning if you want to have a quick chat in advance of This afternoon's call.

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Wednesday, January 2, 2019 1:57 PM
To: Edward Chalupka <██████████@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Happy New Year and here we go again :)

Hi Ed,

Happy 2019. I hope you had a good time over the holidays and are ready for more fun ahead ;)

In advance of Glenn and Meg's weekly bilat, which I'm assuming will pick up again next week, I'm hoping you're around and would be available for a touch base call tomorrow to get caught up and go over key discussion items.

As of now my calendar's free all day.

Thanks,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 3, 2019 1:52 PM
To: David Stonehouse; Ren, Wendy (MOI)
Cc: Tippins, Shawn (INFC); Brett Howell; Whitehead, Cam (MOI); Manning, Catalina (MOI)
Subject: FW: IGSC dates for 2019

Hi and Happy New Year!

I hope everyone had a great holiday, with plenty of food & drink to go with family & friends.

See below dates that WT has come back with for the upcoming IGSCs. Grateful if you could canvass on your side and let me know at least which February date works best, if not the others as well.

Best,
 Nancy

From: Mary Scotland [mailto:██████████@waterfronttoronto.ca]
Sent: December 21, 2018 3:30 PM
To: Faraday-Smith, Nancy (INFC)
Cc: Edward Chalupka ; Meg Davis ; David Kusturin ; Lisa Taylor ; Marisa Piattelli ; Kristina Verner ; Tippins, Shawn (INFC) ; Campbell, Glenn (INFC) ; Boudreau, Marcia (INFC)
Subject: FW: IGSC dates for 2019

Hello Nancy,

I hope you are doing well. Please see below for the availability of Waterfront Toronto participants:

February 6th – 10:00am to 12:00pm
 February 7th – 3:00pm to 4:30pm
 February 13th – 11:00am to 12:30pm
 April 30th – 10:30am to 12:00pm
 May 1st – 1:00pm to 3:00pm
 July 23rd & 24th – 1:00pm to 4:30pm
 July 30th – 2:00pm to 4:30pm
 September 10th – 2:00pm to 4:30pm
 September 11th – 10:00am to 12:00pm
 September 17th – 1:00pm to 4:30pm
 September 18th – 9:00am to 4:30pm

Thank you and happy holidays!

Mary

mary.scotland | executive liaison and assistant to the ceo | Waterfront Toronto | 1310-20 bay street | toronto ON M5J 2N8
 ██████████@waterfronttoronto.ca | www.waterfronttoronto.ca

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Friday, December 21, 2018 9:52 AM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Cc: Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Marisa Piattelli <[REDACTED]@waterfrontoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>
Subject: IGSC dates for 2019

Hi Ed,

I hope things at WT are winding down a little as we head into Christmas. Since 2019 is coming quickly I wanted to share with WT the dates that Kelly currently has available for chairing upcoming IGSCs, or participating post-Chair:

- 1st half of February, 2019 Feb. 6 & 7, 13 or 14
- Late April/early May, 2019 April 23, 24, 30 or May 1st
- 2nd half of July, 2019 July 23, 24 or 30th
- Early Sept, 2019 Sept. 10, 11, 17 or 18

I've shared same with Dave and Wendy, [REDACTED] At the least, however, it would be good to get the first two meetings of the New Year into the calendar.

I'll keep you posted on what/when I hear from the others. If any of these dates are a no-go from your side, let me know.

Best,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
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Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

From: Faraday-Smith, Nancy (INFC)
Sent: January 7, 2019 5:18 PM
To: 'Kristina Verner'; Edward Chalupka
Subject: RE: Civic Digital Trust Primer Soft Launch

Thanks Kristina

From: Kristina Verner [mailto:KVerner@waterfronttoronto.ca]
Sent: January 7, 2019 3:19 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Edward Chalupka [REDACTED]@waterfronttoronto.ca>
Subject: FW: Civic Digital Trust Primer Soft Launch

Hello,

Further to the call today, please find below the information prepared by MaRS regarding the Civic Data Trust Primer.

Please feel free to forward any comments/questions you may have.

@Edward Chalupka - Can you please send this to the other levels of government as appropriate?

Thanks!
Kristina

kristina verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
[REDACTED] | kverner@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

From: Alex Ryan <[REDACTED]>
Sent: Friday, December 21, 2018 5:25 PM
To: Alex Ryan <[REDACTED]>
Subject: Civic Digital Trust Primer Soft Launch

Hello,

You are receiving this email because you participated in the Civic Digital Trust project convened by MaRS and run in partnership with Waterfront Toronto. Thank you for generously sharing your time and your insights.

We have now completed our first draft of A Primer on Civic Digital Trusts. The purpose of this primer is to explain as simply as possible how a civic digital trust could responsibly share smart city data and algorithms.

We are doing a soft launch of the Primer over the Christmas break. The public launch will occur two weeks before the data trust Civic Lab that Waterfront Toronto is hosting at MaRS in late January. Currently, the Primer is only visible to

people who have the direct link. In January, we will allow the Primer to be discovered by search engines and will actively promote it. In the meantime, we encourage you to read the primer and provide us with corrections and improvements. There are multiple avenues to provide feedback that are explained in the Primer.

Here is the link:

<https://marsdd.gitbook.io/datatrust/>

We want to acknowledge everyone who has engaged in interviews, workshops, and substantive edits to the Gitbook on the "About This Primer" page. However, we will not add your name and affiliation until we have your written consent. If you agree to us listing your details, please reply to this email providing your consent.

Happy holidays, and once again thank you for your contribution to this project.

Regards,

Alex Ryan, PhD.

VP Solutions Lab, **MaRS** Discovery District

101 College Street, Toronto, Ontario, Canada M5G 1L7

www.marsdd.com

Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>
Sent: January 9, 2019 4:58 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: [REDACTED]
Attachments: [REDACTED]

Further to our call on Monday I wanted to share with you a version of the [REDACTED] that was last updated a year or so ago. Once we have a better handle on who the provincial appointee might be we can revisit and refresh [REDACTED]

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



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**Pages 249
is withheld
pursuant to paragraph
20(1)(b)
of the *Access to Information Act***

**La page 249
Font l'objet d'une exception totale
conformément à la disposition de paragraphe
20(1)(b)
de la loi sur l'accès à l'information**

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 10, 2019 6:07 PM
To: Meg Davis; Edward Chalupka
Cc: Ladouceur3, Natalie (INFC); Tippins, Shawn (INFC); Kristina Verner; Marisa Piattelli
Subject: Re: CONFIRMED: Quayside MIDP Briefing with ADMs - Session #2

Super - thanks

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Meg Davis
Sent: Thursday, January 10, 2019 6:04 PM
To: Faraday-Smith, Nancy (INFC); Edward Chalupka
Cc: Ladouceur3, Natalie (INFC); Tippins, Shawn (INFC); Kristina Verner; Marisa Piattelli
Subject: Re: CONFIRMED: Quayside MIDP Briefing with ADMs - Session #2

Great. We can definitely set that up so that you can see the presentation as well as the participants.

Sent from my BlackBerry — the most secure mobile device — via the Rogers Network

From: nancy.faraday-smith@canada.ca
Sent: January 10, 2019 5:55 PM
To: MDavis@waterfrontoronto.ca; [REDACTED]@waterfrontoronto.ca
Cc: natalie.ladouceur3@canada.ca; shawn.tippins@canada.ca; KVerner@waterfrontoronto.ca; [REDACTED]@waterfrontoronto.ca
Subject: Re: CONFIRMED: Quayside MIDP Briefing with ADMs - Session #2

Sorry, yes! - meant to write video conference.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Meg Davis
Sent: Thursday, January 10, 2019 5:52 PM
To: Faraday-Smith, Nancy (INFC); Edward Chalupka
Cc: Ladouceur3, Natalie (INFC); Tippins, Shawn (INFC); Kristina Verner; Marisa Piattelli
Subject: Re: CONFIRMED: Quayside MIDP Briefing with ADMs - Session #2

That's fine Nancy. Can we do a video call?

Sent from my BlackBerry — the most secure mobile device — via the Rogers Network

From: nancy.faraday-smith@canada.ca
Sent: January 10, 2019 4:24 PM
To: [REDACTED]@waterfrontoronto.ca; MDavis@waterfrontoronto.ca
Cc: natalie.ladouceur3@canada.ca; shawn.tippins@canada.ca; KVerner@waterfrontoronto.ca; [REDACTED]@waterfrontoronto.ca
Subject: FW: CONFIRMED: Quayside MIDP Briefing with ADMs - Session #2

Hi Ed, Meg –

I wanted to give you a heads up that it looks like Glenn will not likely be able to travel to Toronto on Tuesday for this session, but we (Glenn, Shawn and I) could participate via conference call if that could be arranged at your end.

Welcome your thoughts on how to facilitate.

Also, I understand that this meeting will be shortened. Will a revised calendar invite be sent out?

Thanks,
Nancy

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 11, 2019 9:40 AM
To: 'Kristina Verner'; Meg Davis
Cc: Edward Chalupka; Tippins, Shawn (INFC)
Subject: OPC/IPC meetings

Hi Kristina,

For Monday's weekly call with Glenn, I was wondering if you/WT could provide an update on these OPC/IPC meeting, e.g., where they left off before the holidays and what's on deck for the New Year.

Thanks,
 Nancy

From: Kristina Verner [mailto:KVerner@waterfronttoronto.ca]
Sent: November 1, 2018 9:30 AM
To: Meg Davis <MDavis@waterfronttoronto.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>
Subject: RE: My apologies

Hello Glenn,

It is important to note that in May 2018, the OPC announced that their first advisory project would be with around Sidewalk Toronto, and this is touched upon in their Annual Report to Parliament, released September 27, 2018.

Please do not hesitate to contact me if you have additional questions.

Kristina

kristina.verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



From: Meg Davis
Sent: Thursday, November 1, 2018 8:04 AM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>
Subject: Re: My apologies

Hi Glen. I've copied Kristina who can answer this question. She's back in the office today.
Get [Outlook for iOS](#)

From: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Sent: Thursday, November 1, 2018 7:58 AM
To: Meg Davis; Faraday-Smith, Nancy (INFC)
Cc: Edward Chalupka
Subject: Re: My apologies

Thanks Meg, no worries. We understand scheduling a challenge for all of us.

Wonder if could have insights on whether the federal privacy commissioner office has been engaged in any way, directly or indirectly, around Quayside. What facilitating role might Chantal Bernier have played or plan to play? Perhaps same question provincially. Let me know if record of direct engagement.

Regards, Glenn

Glenn Campbell
[REDACTED]
613 941-0722 (w)

From: Meg Davis
Sent: Wednesday, October 31, 2018 3:12 PM
To: Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC)
Cc: Edward Chalupka
Subject: My apologies

Hi Glen and Nancy. Sorry for the shift in the meeting this week. I really wanted Kristina and Cameron on the call. But Kristina is away until tomorrow and I'm away Thursday and Friday. [REDACTED]

[REDACTED] I'll be on all the other calls going forward. [REDACTED]

[REDACTED] Hope that's all ok. Thanks!

Get [Outlook for iOS](#)

Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Sent: January 11, 2019 10:54 AM
To: Faraday-Smith, Nancy (INFC)
Subject: Tuesday

Further to our call this morning can you also check with your Ministers office [REDACTED]
[REDACTED]

Thanks. .
Ed

Get [Outlook for Android](#)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 11, 2019 1:28 PM
To: 'Brett Howell'; Andrea Broughton; Coffin, Erin (INFC); McCallum, Robert (INFC); MacFarlane, Shainah (INFC); 'Andre.James@ontario.ca'; 'Catalina.Manning@ontario.ca'; 'Adrian.Lue@ontario.ca'; Nassif, Marie-Pier (INFC); Tippins, Shawn (INFC); Ren, Wendy (MOI); Sandra Rodriguez; Jay Paleja; Mike Yu; Edward Chalupka; 'Whitehead, Cam (MOI)'; David Stonehouse; 'Lisa Taylor'
Subject: RE: Proposed TWG AG Follow-Up Meeting

Shawn and I would have time before DSAP but not after.

From: Brett Howell [mailto:██████████@toronto.ca]
Sent: January 11, 2019 12:19 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Andrea Broughton ██████████@toronto.ca>; Coffin, Erin (INFC) <erin.coffin@canada.ca>; McCallum, Robert (INFC) <robert.mccallum@canada.ca>; MacFarlane, Shainah (INFC) <shainah.macfarlane@canada.ca>; 'Andre.James@ontario.ca' <Andre.James@ontario.ca>; 'Catalina.Manning@ontario.ca' <Catalina.Manning@ontario.ca>; 'Adrian.Lue@ontario.ca' <Adrian.Lue@ontario.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Sandra Rodriguez <Sandra.Rodriguez@toronto.ca>; Jay Paleja <Jay.Paleja@toronto.ca>; Mike Yu ██████████@toronto.ca>; Edward Chalupka <██████████@waterfrontoronto.ca>; 'Whitehead, Cam (MOI)' <Cam.Whitehead@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; 'Lisa Taylor' <LTaylor@waterfrontoronto.ca>
Subject: Re: Proposed TWG AG Follow-Up Meeting

Hi Everyone,

It appears that Lisa Taylor is not available for our Tuesday TWG AG Follow-Up meeting. Do people have availability this Thursday before/after the DSAP meeting? I have added Lisa to this email thread to comment as well.

Thanks,

Brett.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: January 11, 2019 10:41 AM
To: Andrea Broughton; Coffin, Erin (INFC); McCallum, Robert (INFC); MacFarlane, Shainah (INFC); 'Andre.James@ontario.ca'; 'Catalina.Manning@ontario.ca'; 'Adrian.Lue@ontario.ca'; Nassif, Marie-Pier (INFC); Tippins, Shawn (INFC); Ren, Wendy (MOI); Sandra Rodriguez; Jay Paleja; Brett Howell; Mike Yu; Edward Chalupka; 'Whitehead, Cam (MOI)'; David Stonehouse
Subject: RE: Proposed TWG AG Follow-Up Meeting

All –

As Shawn and I will not be travelling to Toronto on Tuesday we'll join this discussion by conference call.

We plan on being in town on Thursday for the DSAP meeting, however, so may see some of you there.

Have a great weekend,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

-----Original Appointment-----

From: Andrea Broughton [[mailto:\[REDACTED\]@toronto.ca](mailto:[REDACTED]@toronto.ca)]

Sent: January 7, 2019 1:21 PM

To: Andrea Broughton; Coffin, Erin (INFC); McCallum, Robert (INFC); MacFarlane, Shainah (INFC); 'Andre.James@ontario.ca'; 'Catalina.Manning@ontario.ca'; 'Adrian.Lue@ontario.ca'; Nassif, Marie-Pier (INFC); Tippins, Shawn (INFC); Ren, Wendy (MOI); Sandra Rodriguez; Jay Paleja; Brett Howell; Mike Yu; Edward Chalupka; 'Whitehead, Cam (MOI)'; David Stonehouse; Faraday-Smith, Nancy (INFC)

Subject: Proposed TWG AG Follow-Up Meeting

When: January 15, 2019 3:00 PM-5:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: CITY HALL - 24th Floor, East Tower Large Boardroom - with Call in Details

Purpose: Detailed review AG report and next steps discussion.

Conference details below:

Dial In: [REDACTED]

Conference ID: [REDACTED]

David is Moderator – PIN# [REDACTED]

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 11, 2019 4:20 PM
To: Edward Chalupka; Meg Davis; Kristina Verner; Marisa Piattelli
Cc: Tippins, Shawn (INFC)
Subject: New IGSC date - Feb 22?

Hi there -

Our DMO has suggested Feb 22nd in the afternoon for the next IGSC. Hoping that we can make this date work. Grateful if you could advise soonest.

Thanks!
Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 14, 2019 12:42 PM
To: Geerts, Line (INFC)
Cc: Tippins, Shawn (INFC)
Subject: FW: IGSC dates for 2019

Hi Line –

The scheduling saga continues. Would the DM be available on Feb 27th by any chance?

From: Mary Scotland [mailto:██████████@waterfrontoronto.ca]
Sent: January 14, 2019 12:22 PM
To: Faraday-Smith, Nancy (INFC)
Cc: Edward Chalupka ; Meg Davis ; David Kusturin ; Lisa Taylor ; Marisa Piattelli ; Kristina Verner ; Tippins, Shawn (INFC) ; Campbell, Glenn (INFC) ; Boudreau, Marcia (INFC) ; Ladouceur3, Natalie (INFC) ; Julie Bowering
Subject: RE: IGSC dates for 2019

Hi Nancy,

Thank you for your email. Unfortunately, February 22nd won't work as two of the required attendees will be away. Otherwise, we would gladly accommodate.

Some alternate dates/times are provided below – please let me know if you can accommodate one of the options:

February 12th – 3:00pm to 4:30pm
 February 27th – 2:30pm to 4:00pm

Thanks again,
 Mary

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, January 14, 2019 11:16 AM
To: Mary Scotland [mailto:██████████@waterfrontoronto.ca]
Cc: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]; Meg Davis <MDavis@waterfrontoronto.ca>; David Kusturin <DKusturin@waterfrontoronto.ca>; Lisa Taylor <LTaylor@waterfrontoronto.ca>; Marisa Piattelli [mailto:██████████@waterfrontoronto.ca]; Kristina Verner <KVerner@waterfrontoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Subject: RE: IGSC dates for 2019

Hi Mary,

Due to multiple scheduling conflicts we're now looking at Friday, February 22nd for the next IGSC, from 1-3pm. Our DM's office has confirmed her availability, as has the City (we're waiting on MOI).

Grateful if you could advise if that works on your side.

Thanks,

Nancy

From: Mary Scotland [[mailto:\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)]
Sent: December 21, 2018 3:30 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>; Meg Davis <MDavis@waterfronttoronto.ca>; David Kusturin <DKusturin@waterfronttoronto.ca>; Lisa Taylor <LTaylor@waterfronttoronto.ca>; Marisa Piattelli <[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>; Kristina Verner <KVerner@waterfronttoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>
Subject: FW: IGSC dates for 2019

Hello Nancy,

I hope you are doing well. Please see below for the availability of Waterfront Toronto participants:

February 6th – 10:00am to 12:00pm
 February 7th – 3:00pm to 4:30pm
 February 13th – 11:00am to 12:30pm
 April 30th – 10:30am to 12:00pm
 May 1st – 1:00pm to 3:00pm
 July 23rd & 24th – 1:00pm to 4:30pm
 July 30th – 2:00pm to 4:30pm
 September 10th – 2:00pm to 4:30pm
 September 11th – 10:00am to 12:00pm
 September 17th – 1:00pm to 4:30pm
 September 18th – 9:00am to 4:30pm

Thank you and happy holidays!

Mary

mary scotland | executive liaison and assistant to the ceo | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca) | www.waterfronttoronto.ca



WATERFRONTToronto

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Friday, December 21, 2018 9:52 AM
To: Edward Chalupka <[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>
Cc: Meg Davis <MDavis@waterfronttoronto.ca>; Kristina Verner <KVerner@waterfronttoronto.ca>; Marisa Piattelli <[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>
Subject: IGSC dates for 2019

Hi Ed,

I hope things at WT are winding down a little as we head into Christmas. Since 2019 is coming quickly I wanted to share with WT the dates that Kelly currently has available for chairing upcoming IGSCs, or participating post-Chair:

- 1st half of February, 2019 Feb. 6 & 7, 13 or 14
- Late April/early May, 2019 April 23, 24, 30 or May 1st
- 2nd half of July, 2019 July 23, 24 or 30th
- Early Sept, 2019 Sept. 10, 11, 17 or 18

I've shared same with Dave and Wendy, [REDACTED] At the least, however, it would be good to get the first two meetings of the New Year into the calendar.

I'll keep you posted on what/when I hear from the others. If any of these dates are a no-go from your side, let me know.

Best,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 14, 2019 1:22 PM
To: Ladouceur3, Natalie (INFC); Edward Chalupka
Cc: Zewede, Heywet (INFC)
Subject: RE: CONFIRMED: Quayside MIDP Briefing with ADMs - Session #2

Hi Natalie,

In advance of the video conference that we have with WT tomorrow, by copy of this message I'm looping in Ed Chalupka who has suggested we connect our technician with theirs and arrange a dry connectivity run before the meeting takes place.

If helpful for advising our IT folks, the technology platform is Google Meets.

Thanks,
Nancy

From: Ladouceur3, Natalie (INFC)
Sent: January 11, 2019 11:33 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>
Subject: RE: CONFIRMED: Quayside MIDP Briefing with ADMs - Session #2

I've booked 10-042. Will connect with technician for videoconference as I've never done it.

Natalie

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 14, 2019 6:38 PM
To: Campbell, Glenn (INFC); Tippins, Shawn (INFC)
Cc: Ladouceur3, Natalie (INFC)
Subject: Re: ADM Working Meeting Jan 15th Agenda

Noted. Thx

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Monday, January 14, 2019 6:33 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Cc: Ladouceur3, Natalie (INFC)
Subject: Fw: ADM Working Meeting Jan 15th Agenda

Note that I will leave with DM for Finance at some time between 11 and 12 as meeting at 90 Elgin. If ends on time I will resume call.

Glenn Campbell

613 941 0722 (w)

From: Edward Chalupka
Sent: Monday, January 14, 2019 4:27 PM
To: Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC); Tippins, Shawn (INFC); adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca); Whitehead, Cam (MOI); David Stonehouse; mnoble@toronto.ca; Jayne Naiman
Cc: Meg Davis; Kristina Verner; Kevin Greene; Rei Tasaka; Leslie Gash; Jeff Ross; Sumeet Ahluwalia; Erik Cunningham; Julius Gombos; Caroline Kim; Sarah Craig; Aaron Barter
Subject: ADM Working Meeting Jan 15th Agenda

Hello,

Please find attached a copy of the agenda for tomorrow's meeting beginning at 10 AM.

Sandwiches will be provided.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 |

@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>
Sent: January 15, 2019 9:38 AM
To: Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC); Tippins, Shawn (INFC)
Subject: FW: Materials for today
Attachments: MIDP Development Schedule Jan 15-19.pdf; AGM Briefing on Buildings MIDP Chapter.pdf; ADM Briefing on Housing Affordability MIDP Chapter Jan 15, 2019.pdf

Resending without the SWL deck as it was too large (30MB) and bounced back. Will try and figure out a way to send that you – hopefully I can compress it.

From: Edward Chalupka
Sent: Tuesday, January 15, 2019 9:33 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; 'Campbell, Glenn (INFC)' <glenn.campbell@canada.ca>
Subject: Materials for today

Nancy – given your system won't allow you to hook into Google meet we will have to do this the more traditional way and send out copies of the presentation. You will have to follow along manually.

Attached are the materials for today including :

- Timeline for the in camera session



- SWL deck combined A.H. and Buildings.

Feel free to give me a call if you have any questions.

[REDACTED] Leslie Gash will be chairing the meeting.

Ed

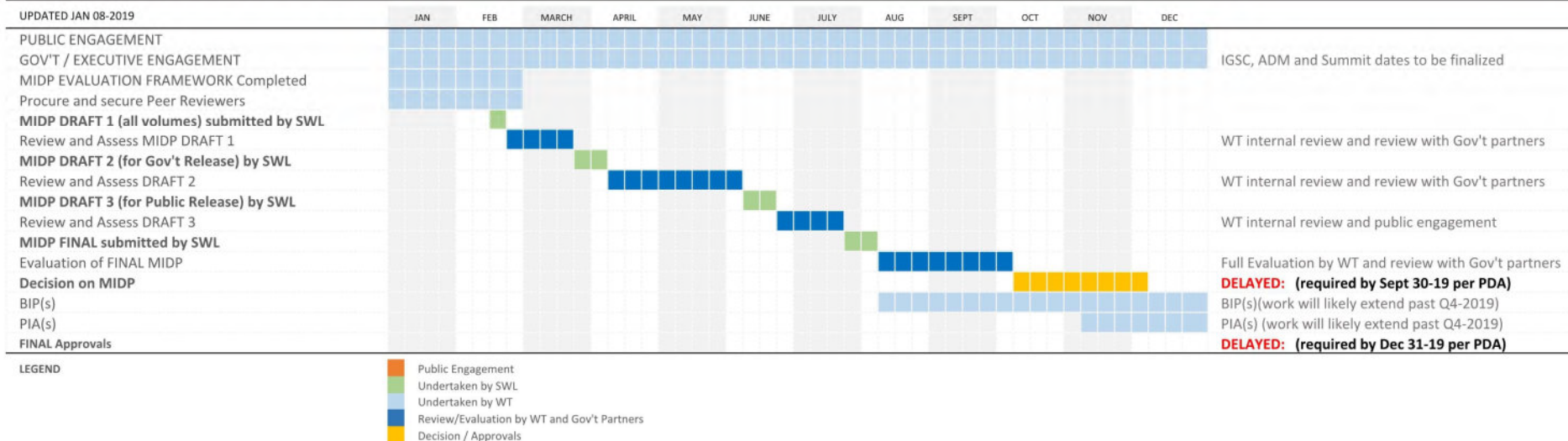
edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



MIDP DEVELOPMENT SCHEDULE

DRAFT

NOTES



**Pages 266 to 281
are withheld
pursuant to paragraphs
20(1)(b), 20(1)(c) and 20(1)(d)
of the *Access to Information Act***

**Les pages 266 à 281
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
20(1)(b), 20(1)(c) et 20(1)(d)
de la loi sur l'accès à l'information**

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 15, 2019 2:23 PM
To: 'Mary Scotland'
Cc: Edward Chalupka
Subject: RE: IGSC dates for 2019

Good to know. Thanks

From: Mary Scotland [mailto:██████████@waterfrontoronto.ca]
Sent: January 15, 2019 2:20 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <██████████@waterfrontoronto.ca>
Subject: RE: IGSC dates for 2019

Thanks Nancy. Please note the morning of February 28th does not work as we have a Board Committee meeting. We are available from 2:00pm to 4:30pm that afternoon.

Best,
 Mary

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Tuesday, January 15, 2019 2:16 PM
To: Mary Scotland <██████████@waterfrontoronto.ca>
Cc: Edward Chalupka <██████████@waterfrontoronto.ca>
Subject: RE: IGSC dates for 2019

Unfortunately neither option works. I've gone back to my DMO to ask about availability on Feb 28th or earliest in March.

From: Mary Scotland [mailto:██████████@waterfrontoronto.ca]
Sent: January 15, 2019 2:12 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <██████████@waterfrontoronto.ca>
Subject: FW: IGSC dates for 2019

Hello Nancy,

I hope this finds you well. Following up on my email sent yesterday, is it looking like one of the proposed options below will work? I am hoping we can firm up one of these times.

Looking forward to your reply,
 Mary

From: Mary Scotland
Sent: Monday, January 14, 2019 12:22 PM
To: 'Faraday-Smith, Nancy (INFC)' <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <██████████@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; David Kusturin

<DKusturin@waterfrontoronto.ca>; Lisa Taylor <LTaylor@waterfrontoronto.ca>; Marisa Piattelli <[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>; Kristina Verner <KVerner@waterfrontoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>; Julie Bowering <[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>

Subject: RE: IGSC dates for 2019

Hi Nancy,

Thank you for your email. Unfortunately, February 22nd won't work as two of the required attendees will be away. Otherwise, we would gladly accommodate.

Some alternate dates/times are provided below – please let me know if you can accommodate one of the options:

February 12th – 3:00pm to 4:30pm

February 27th – 2:30pm to 4:00pm

Thanks again,
Mary

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

Sent: Monday, January 14, 2019 11:16 AM

To: Mary Scotland <[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>

Cc: Edward Chalupka <[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>; Meg Davis <MDavis@waterfrontoronto.ca>; David Kusturin <DKusturin@waterfrontoronto.ca>; Lisa Taylor <LTaylor@waterfrontoronto.ca>; Marisa Piattelli <[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>; Kristina Verner <KVerner@waterfrontoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>

Subject: RE: IGSC dates for 2019

Hi Mary,

Due to multiple scheduling conflicts we're now looking at Friday, February 22nd for the next IGSC, from 1-3pm. Our DM's office has confirmed her availability, as has the City (we're waiting on MOI).

Grateful if you could advise if that works on your side.

Thanks,
Nancy

From: Mary Scotland [[mailto:\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)]

Sent: December 21, 2018 3:30 PM

To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

Cc: Edward Chalupka <[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>; Meg Davis <MDavis@waterfrontoronto.ca>; David Kusturin <DKusturin@waterfrontoronto.ca>; Lisa Taylor <LTaylor@waterfrontoronto.ca>; Marisa Piattelli <[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>; Kristina Verner <KVerner@waterfrontoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>

Subject: FW: IGSC dates for 2019

Hello Nancy,

I hope you are doing well. Please see below for the availability of Waterfront Toronto participants:

February 6th – 10:00am to 12:00pm
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 September 10th – 2:00pm to 4:30pm
 September 11th – 10:00am to 12:00pm
 September 17th – 1:00pm to 4:30pm
 September 18th – 9:00am to 4:30pm

Thank you and happy holidays!

Mary

mary scotland | executive liaison and assistant to the ceo | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

Sent: Friday, December 21, 2018 9:52 AM

To: Edward Chalupka [REDACTED]@waterfronttoronto.ca>

Cc: Meg Davis <MDavis@waterfronttoronto.ca>; Kristina Verner <KVerner@waterfronttoronto.ca>; Marisa Piattelli [REDACTED]@waterfronttoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>

Subject: IGSC dates for 2019

Hi Ed,

I hope things at WT are winding down a little as we head into Christmas. Since 2019 is coming quickly I wanted to share with WT the dates that Kelly currently has available for chairing upcoming IGSCs, or participating post-Chair:

- 1st half of February, 2019 Feb. 6 & 7, 13 or 14
- Late April/early May, 2019 April 23, 24, 30 or May 1st
- 2nd half of July, 2019 July 23, 24 or 30th
- Early Sept, 2019 Sept. 10, 11, 17 or 18

I've shared same with Dave and Wendy, [REDACTED] At the least, however, it would be good to get the first two meetings of the New Year into the calendar.

I'll keep you posted on what/when I hear from the others. If any of these dates are a no-go from your side, let me know.

Best,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 15, 2019 4:49 PM
To: 'Edward Chalupka'; Tippins, Shawn (INFC); Hobbs, Joshua (INFC)
Cc: Andrew Tumilty; Cameron MacKay
Subject: RE: FOR APPROVAL Globe and Mail comment request

Ed – to clarify, you’ve already submitted this statement?

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: January 15, 2019 4:16 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>
Cc: Andrew Tumilty <ATumilty@waterfrontoronto.ca>; Cameron MacKay <CMacKay@waterfrontoronto.ca>
Subject: FW: FOR APPROVAL Globe and Mail comment request

Hello –

A quick heads up that we received a request for comment this afternoon ██████████ from the Globe and Mail. He is doing a story on the dinner that was held in Ottawa on Oct. 25 between Sidewalk Labs representatives, including Dan Doctoroff, and a number of senior deputy ministers, including Matthew Mendelsohn, a deputy secretary to Cabinet with the Privy Council Office who oversees the effectiveness of federal departments, as well as Paul Thompson, an associate deputy minister with Innovation, Science and Economic Development Canada. Your Deputy was also at the dinner, I believe.

While the meeting was listed in the lobbyist registry, he received a received a memo via an ATIP request that the federal government wanted to use the meeting to address concerns about IP ownership with the project, ensuring that Canadians received fair benefits from what was generated.

He has spoken with Sidewalk and reached out to the two federal departments that co-hosted the meeting. The story, we are told, is about the interaction between government and Sidewalk and new details about “Ottawa’s concerns” as he puts it. The article should not infer any ill will on anyone’s part as it is fully registered on the lobbyist registry. He is looking for a comment from WT.

He is going to file the story later this evening.

We have provided him with the following statement:

The Plan Development Agreement established a Public and Government Relations protocols to help ensure transparent communications, and as result Waterfront Toronto was made aware of Sidewalk Lab’s meeting with federal officials.

Waterfront Toronto itself has long maintained open and ongoing communications with our government partners, in order to better serve the public. All three levels of government have also participated in our Intergovernmental Steering Committee, Civic Labs, and Round Table sessions to keep up to date and provide input to the Quayside project.

Thanks

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 21, 2019 12:08 PM
To: Edward Chalupka
Subject: Re: Today's call - reschedule

Yes

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Edward Chalupka
Sent: Monday, January 21, 2019 12:01 PM
To: Faraday-Smith, Nancy (INFC)
Subject: RE: Today's call - reschedule

Nancy – presume we are cancelled for today? Haven't heard anything on or end from Glenn's office.

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, January 21, 2019 9:42 AM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Today's call - reschedule

Good morning.

I just wanted to give a heads up that Glenn's office will likely be in touch about rescheduling today's weekly call.

Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 22, 2019 12:11 PM
To: 'Edward Chalupka'
Subject: RE: new IGSC date - March 7th

From: Edward Chalupka [mailto: [REDACTED]@waterfrontoronto.ca]
Sent: January 22, 2019 12:10 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Marisa Piattelli [REDACTED]@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Mary Scotland [REDACTED]@waterfrontoronto.ca>
Subject: RE: new IGSC date - March 7th

Have asked Mary to check schedules to see if this works on our end.

Will get back to you shortly.

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Tuesday, January 22, 2019 11:06 AM
To: Edward Chalupka < [REDACTED]@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Marisa Piattelli [REDACTED]@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: new IGSC date - March 7th

Hi there,

I've gone back once more to canvass on possible dates for IGSC and now have two DMs (ours and MOI) who are confirmed for the afternoon of March 7th (2-4pm tbc). PLEASE tell me that this date/time works for you as I'm assuming the City won't have any issues. [REDACTED]

Many thanks,
 Nancy

Nancy Faraday-Smith

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nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 24, 2019 11:07 AM
To: 'Mary Scotland'
Subject: RE: new IGSC date - March 7th

Thanks Mary. Much appreciated as our DM is very keen to see us land a date.

From: Mary Scotland [mailto:██████████@waterfrontoronto.ca]
Sent: January 24, 2019 10:51 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <██████████@waterfrontoronto.ca>
Subject: FW: new IGSC date - March 7th

Hi Nancy,

I haven't forgotten about you. I am working on clearing a couple of conflicts on our internal calendars in the hopes of making this date and time work. I'll have an answer for you by end of day.

Thanks,
 Mary

From: Edward Chalupka <██████████@waterfrontoronto.ca>
Sent: Tuesday, January 22, 2019 12:10 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Marisa Piattelli <██████████@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Mary Scotland <██████████@waterfrontoronto.ca>
Subject: RE: new IGSC date - March 7th

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Will get back to you shortly.

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Sent: Tuesday, January 22, 2019 11:06 AM
To: Edward Chalupka <██████████@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Marisa Piattelli <██████████@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: new IGSC date - March 7th

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the City won't have any issues. [REDACTED]

Many thanks,
Nancy

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 24, 2019 11:08 AM
To: 'Mary Scotland'
Cc: Edward Chalupka; Tippins, Shawn (INFC)
Subject: RE: new IGSC date - March 7th

Yay!!!!

From: Mary Scotland [mailto:██████████@waterfrontoronto.ca]
Sent: January 24, 2019 10:54 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <██████████@waterfrontoronto.ca>
Subject: FW: new IGSC date - March 7th

Hello again Nancy,

I've been giving the go ahead for the proposed date and time. Confirming that 2:00pm to 4:00pm on March 7th works for Waterfront Toronto.

Thanks,
 Mary

From: Mary Scotland
Sent: Thursday, January 24, 2019 10:51 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka <██████████@waterfrontoronto.ca>
Subject: FW: new IGSC date - March 7th

Hi Nancy,

I haven't forgotten about you. I am working on clearing a couple of conflicts on our internal calendars in the hopes of making this date and time work. I'll have an answer for you by end of day.

Thanks,
 Mary

From: Edward Chalupka <██████████@waterfrontoronto.ca>
Sent: Tuesday, January 22, 2019 12:10 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Marisa Piattelli <██████████@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Mary Scotland <██████████@waterfrontoronto.ca>
Subject: RE: new IGSC date - March 7th

Have asked Mary to check schedules to see if this works on our end.

Will get back to you shortly.

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

Sent: Tuesday, January 22, 2019 11:06 AM

To: Edward Chalupka [REDACTED]@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Marisa Piattelli [REDACTED]@waterfrontoronto.ca>

Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

Subject: new IGSC date - March 7th

Hi there,

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[REDACTED]

Many thanks,

Nancy

Nancy Faraday-Smith

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Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 24, 2019 12:34 PM
To: David Stonehouse; 'Ren, Wendy (MOI)'; Edward Chalupka; 'Ward, Peggy (MOI)'; 'Olowude, Ibukun (MOI)'
Cc: Tippins, Shawn (INFC); 'Mary Scotland'; 'Catalina.Manning@ontario.ca'; 'Brett Howell'; 'Whitehead, Cam (MOI)'; Geerts, Line (INFC); McCallum, Robert (INFC); Nassif, Marie-Pier (INFC)
Subject: IGSC confirmed for March 7th - 2-4pm
Attachments: Waterfront Intergovernmental Steering Committee

Good afternoon,

With thanks to all your collective efforts, it looks like we have been able to land **Thursday, March 7th from 2-4pm** for the next meeting of the Inter-Governmental Steering Committee (IGSC).

David: is your office you able to secure 24E at City Hall? If so, would it make sense for Andrea B or other on your end to send out the invitation, e.g., as had been done for the November meeting (attached)? If not convenient to do both, happy to do invite from this side as long as venue is secured.

Best,
Nancy

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 25, 2019 2:11 PM
To: 'Edward Chalupka'
Subject: RE: Dm call

None immediately come to mind but I've been working on unrelated files all morning so I'll get back to you if I think of anything. Heads up that Glenn's office has reached out to Claudia to reschedule, hopefully to Tuesday, as Glenn has an unavoidable conflict on Monday afternoon.

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: January 25, 2019 2:06 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: Dm call

Thanks....

On another matter thinking ahead to Monday any thoughts on agenda items?

The only thing on my list would be a debrief from the call this afternoon.

Any other thoughts?

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Friday, January 25, 2019 2:04 PM
To: Edward Chalupka <██████████@waterfrontoronto.ca>
Subject: RE: Dm call

Glenn will be. At least it's in his calendar to be.

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: January 25, 2019 1:24 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Dm call

Will either you or Glenn be on the dm gillis call this aft with swl?

Ed

Get [Outlook for Android](#)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 28, 2019 10:24 AM
To: 'Edward Chalupka'
Subject: FW: Weekly call Federal Secretariat/ WT

Hi Ed,

Hope you had a good weekend. Per below, it seems our office is having some difficulty connecting with yours. Is there anyone else Heywet should be reaching out to?

Thanks,
 Nancy

From: Zewede, Heywet (INFC)
Sent: January 28, 2019 9:25 AM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: FW: Weekly call Federal Secretariat/ WT

Is there someone else I can contact directly?

From: Zewede, Heywet (INFC)
Sent: January 25, 2019 1:47 PM
To: 'Claudia Landres-Hansen' <CLandresHansen@waterfrontoronto.ca>
Cc: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Weekly call Federal Secretariat/ WT

Hi Claudia,

Friendly follow up on rescheduling this meeting.

Have a good weekend,
 Heywet

From: Zewede, Heywet (INFC)
Sent: January 24, 2019 12:51 PM
To: 'Claudia Landres-Hansen' <[REDACTED]@waterfrontoronto.ca>
Subject: Weekly call Federal Secretariat/ WT

Hi Claudia,

Due to conflicts, are we able to move the call next Monday to Tuesday at 1:00 to 2:00pm?

Thank you,

Heywet Zewede

Administrative Assistant,

Assistant Deputy Minister's Office
Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
heywet.zewede@canada.ca

Assistant administratif
Bureau du sous-ministre adjoint
Investissement, partenariats et innovation
Infrastructure Canada / Gouvernement du Canada
heywet.zewede@canada.ca

Cariaga, Flordeliza (INFC)

Subject: Waterfront Intergovernmental Steering Committee
Location: CITY HALL - 24E Large Boardroom

Start: Tue 2018-11-13 2:30 PM
End: Tue 2018-11-13 4:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: Andrea Broughton

In-person meeting

Conference details below:

Local Dial In: [REDACTED]

Conference ID: [REDACTED]

David is Moderator – PIN# [REDACTED]

Cariaga, Flordeliza (INFC)

From: Zewede, Heywet (INFC)
Sent: January 28, 2019 1:09 PM
To: Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Cc: INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: FW: Meeting confirmation

FYI – Meeting has to be next week as seen below.

From: Greg Barley [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: January 28, 2019 12:51 PM
To: Zewede, Heywet (INFC)
Subject: RE: Meeting confirmation

Unfortunately, there is not another time this week when they are all available. We will need to keep next Monday confirmed.

On another note, [REDACTED] Please let me know if there are changes to the meeting scheduled for Monday, February 4, 2019.

Greg Barley | Administrative Assistant | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



From: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>
Sent: Monday, January 28, 2019 11:10 AM
To: Greg Barley <[REDACTED]@[waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>
Subject: RE: Meeting confirmation

Hello,

Please see the attached, can we move it to tomorrow?

Kind regards,
Heywet

From: Greg Barley [[mailto:\[REDACTED\]@waterfrontontario.ca](mailto:[REDACTED]@waterfrontontario.ca)]
Sent: January 28, 2019 11:09 AM
To: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>
Subject: Meeting confirmation

Heywet,

I'm double checking to see if a meeting scheduled with Glenn and Waterfront Toronto at 1pm is still moving forward?

Thanks,

Greg Barley | Administrative Assistant | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 28, 2019 4:55 PM
To: 'Mary Scotland'; 'David Stonehouse'
Cc: Tippins, Shawn (INFC); 'Edward Chalupka'
Subject: RE: canvassing for new IGSC date

Good afternoon. Just following up on this request for new IGSC dates. Grateful if you could populate the table below and send back to me.

From: Faraday-Smith, Nancy (INFC)
Sent: January 25, 2019 1:59 PM
To: 'Mary Scotland' <[REDACTED]@waterfrontoronto.ca>; 'David Stonehouse' <David.Stonehouse@toronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: FW: canvassing for new IGSC date

If helpful for your own canvassing purposes, see MOI availability below.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: January 25, 2019 10:44 AM
To: Ward, Peggy (MOI) <Peggy.Ward@ontario.ca>; Mary Scotland <[REDACTED]@waterfrontoronto.ca>; Olowude, Ibukun (MOI) <Ibukun.Olowude@ontario.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Subject: canvassing for new IGSC date

Further to my earlier email(s), here is a table showing dates for which our DM is available to Chair the next IGSC. Grateful if you could reply all with availability of key participants included below.

		FEBRUARY	MARCH					
Name		26	8	11	12	15	18	1
DM Kelly Gillis	INFC	yes	yes	yes	yes	yes	yes	yes
ADM Glenn Campbell	INFC							
DM Chris Giannekos	MOI		12:00 – 5:00				1:00 – 5:00	
ADM Adam Redish	MOI		12:00 – 5:00				1:00 – 5:00	
City Manager Chris Murray	City							
Deputy City Manager Tracey Cook	City							
CEO Michael Nobrega	WT							
Chief Project David Kusturin	WT							
Chief Financial Lisa Taylor	WT							
Chief Strategy Marissa Piatelli	WT							
Chief Development Meg Davis	WT							
VP Innovation Kristina Verner	WT							
VP Comms Cameron MacKay	WT							

From: Faraday-Smith, Nancy (INFC)
Sent: January 25, 2019 9:54 AM
To: 'Ward, Peggy (MOI)' <Peggy.Ward@ontario.ca>; 'Mary Scotland' [REDACTED]@waterfrontoronto.ca>; Olowude, Ibukun (MOI) <Ibukun.Olowude@ontario.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Subject: RE: IGSC confirmed for March 7th - 2-4pm

All –

I regret to inform that I was hasty in confirming IGSC for March 7th. David has since informed me that Council meets on that day, which creates an unmoveable conflict for senior leadership at the City.

I'll be back once again with a menu of date options. Thanks for your patience and apologies for any inconvenience.

Nancy

From: Faraday-Smith, Nancy (INFC) [<mailto:nancy.faraday-smith@canada.ca>]
Sent: January 24, 2019 12:34 PM
To: David Stonehouse <David.Stonehouse@toronto.ca>; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Ward, Peggy (MOI) <Peggy.Ward@ontario.ca>; Olowude, Ibukun (MOI) <Ibukun.Olowude@ontario.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Mary Scotland <MScotland@waterfrontoronto.ca>; 'Catalina.Manning@ontario.ca' <Catalina.Manning@ontario.ca>; Brett Howell <Brett.Howell@toronto.ca>; 'Whitehead, Cam (MOI)' <Cam.Whitehead@ontario.ca>; Geerts, Line (INFC) <line.geerts@canada.ca>; McCallum, Robert (INFC) <robert.mccallum@canada.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Subject: IGSC confirmed for March 7th - 2-4pm

Good afternoon,

With thanks to all your collective efforts, it looks like we have been able to land **Thursday, March 7th from 2-4pm** for the next meeting of the Inter-Governmental Steering Committee (IGSC).

David: is your office you able to secure 24E at City Hall? If so, would it make sense for Andrea B or other on your end to send out the invitation, e.g., as had been done for the November meeting (attached)? If not convenient to do both, happy to do invite from this side as long as venue is secured.

Best,
 Nancy

Nancy Faraday-Smith

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 Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 30, 2019 11:38 AM
To: 'Edward Chalupka'
Cc: Tippins, Shawn (INFC)
Subject: RE: Quayside ADM Working Group Meeting Follow-up

Hi Ed –

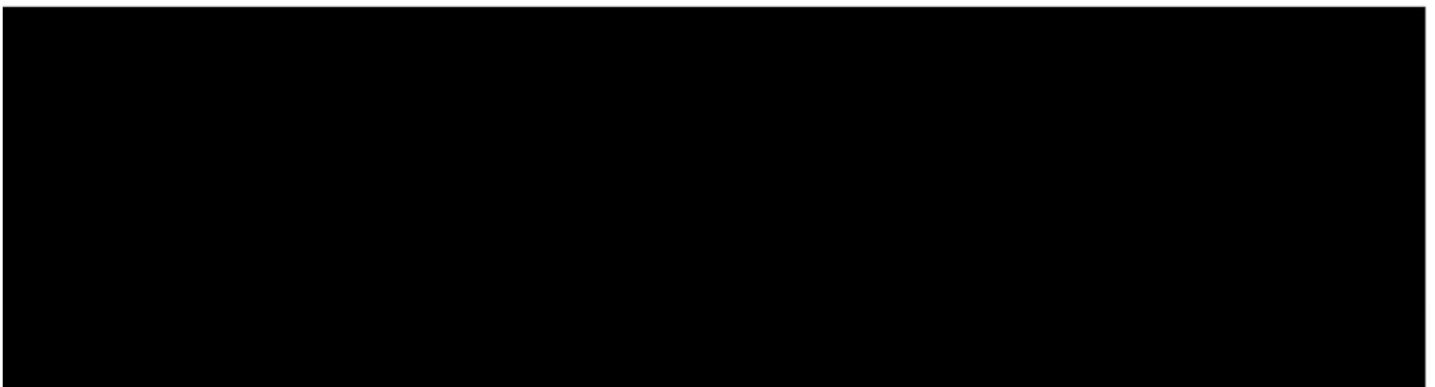
Can we talk timing of the next ADM working group discussion? [REDACTED] would like to have the business case briefing as soon as is doable in February. Let me know how that could be facilitated on your side.

Thanks,
 Nancy

From: Edward Chalupka [mailto:[REDACTED]@waterfronttoronto.ca]
Sent: January 18, 2019 1:32 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca>
Cc: Meg Davis <MDavis@waterfronttoronto.ca>; Kristina Verner <KVerner@waterfronttoronto.ca>; Jeff Ross [REDACTED]@waterfronttoronto.ca>; Leslie Gash <LGash@waterfronttoronto.ca>; Kevin Greene [REDACTED]@waterfronttoronto.ca>
Subject: Quayside ADM Working Group Meeting Follow-up

Hello –

Please find below a summary of the salient points from the meeting Tuesday with respect to our discussion regarding the MIDP Timelines and government review.



Please advise if you concur with above or have any additional comments.

Thanks

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 | [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca

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From: Faraday-Smith, Nancy (INFC)
Sent: January 30, 2019 5:45 PM
To: 'Edward Chalupka'; Campbell, Glenn (INFC); Tippins, Shawn (INFC)
Subject: RE: Invitation to appear before the Standing Committee on Access to Information, Privacy and Ethics

Ed -

Thanks for the heads up. Suggest this would be worth discussing in greater length during our weekly call on Monday.

Nancy

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: January 30, 2019 5:09 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: FW: Invitation to appear before the Standing Committee on Access to Information, Privacy and Ethics
Importance: High

Hi -

I just wanted to let you know that we just received an invitation to appear before the federal government's Standing Committee on Access to Information, Privacy and Ethics on Feb 21st.

We understand that SWL also received a similar invitation.

We clearly will keep you informed and recommend we discuss this at our next weekly meeting.

Ed

From: ETHI@parl.gc.ca <ETHI@parl.gc.ca>
Sent: Wednesday, January 30, 2019 2:29 PM
To: info <info@waterfrontoronto.ca>
Cc: ETHI@parl.gc.ca
Subject: Invitation to appear before the Standing Committee on Access to Information, Privacy and Ethics

Good afternoon,

The House of Commons **Standing Committee on Access to Information, Privacy and Ethics** would like to invite **representatives** to appear on behalf of **Waterfront Toronto** from **15h30-17h30 ET** in **Ottawa (or via videoconference)** on **Thursday, February 21, 2019** in view of its study of **Privacy of Digital Government Services**.

The motion mandating the study, adopted on February 6, 2018, read as follows:

That, pursuant to Standing Orders 108(3)(h)(vi) and (vii), the Committee undertake a study of digital government services, to understand how the government can improve services for Canadians while also protecting their privacy and security; and that this study begin as soon as possible.

Your participation, as part of a panel, would consist of an opening statement of **up to 10 minutes**, followed by rounds of questions from the members. I have included a link to a website entitled *Guidelines for Witnesses*, for your review prior to your appearance before the Committee.

<http://www.ourcommons.ca/About/Guides/Witness-e.html>

If you would like further information regarding the subject matter of this study, please feel free to contact the analysts: Maxime-Olivier Thibodeau (maxime-olivier.thibodeau@parl.gc.ca) or Alexandra Savoie (Alexandra.Savoie@parl.gc.ca).

I would ask that you please confirm your presence as soon as possible by replying to this email or contacting me directly at 613-992-1240. Upon confirmation, I will provide you with more information regarding your appearance.

Please do not hesitate to contact me should you have any questions. Thank you in advance for your timely response to this request.

Thank you,
Mike



Mike MacPherson

Committee Clerk | Greffier du comité
Standing Committee on Access to Information, Privacy and Ethics / Comité permanent de l'accès à l'information, de la protection des renseignements personnels et de l'éthique
Committees Directorate / Direction des comités
House of Commons / Chambre des communes
131 Queen Street, Room 6-37 / 131, rue Queen, pièce 6-37
Ottawa, Ontario K1A 0A6
ETHI@parl.gc.ca
Tel/Tél. : 613-992-1240

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 31, 2019 1:17 PM
To: 'Mary Scotland'; Edward Chalupka
Subject: RE: canvassing for new IGSC date

This is great news. We have a date!!

IGSC members had agreed to hold 2hr meetings, so ideally we would have from 1:30-3:30.

From: Mary Scotland [mailto: [REDACTED]@waterfrontoronto.ca]
Sent: January 31, 2019 1:02 PM
To: Edward Chalupka < [REDACTED]@waterfrontoronto.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: canvassing for new IGSC date

The meeting was just moved from March 19th to 22nd. Do you anticipate that the IGSC will exceed the 3pm end time? If so, we should start looking at alternate dates now.

From: Edward Chalupka < [REDACTED]@waterfrontoronto.ca>
Sent: Thursday, January 31, 2019 1:00 PM
To: Mary Scotland [REDACTED]@waterfrontoronto.ca>; 'Faraday-Smith, Nancy (INFC)' <nancy.faraday-smith@canada.ca>
Subject: RE: canvassing for new IGSC date

IN my conversation with David S yesterday on this he indicated the PLESC can easily be moved.

From: Mary Scotland
Sent: Thursday, January 31, 2019 12:55 PM
To: 'Faraday-Smith, Nancy (INFC)' <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka < [REDACTED]@waterfrontoronto.ca>
Subject: RE: canvassing for new IGSC date

Hi Nancy – confirming March 22nd from 1:30-3:00pm at City Hall.

FYI – the Port Lands Executive Steering Committee is schedule for 3:30pm the same day.

Thanks,
 Mary

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Wednesday, January 30, 2019 11:07 AM
To: Mary Scotland [REDACTED]@waterfrontoronto.ca>
Subject: RE: canvassing for new IGSC date

I appreciate any efforts you can make. [REDACTED]

From: Mary Scotland [mailto: [REDACTED]@waterfrontoronto.ca]
Sent: January 30, 2019 8:11 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: canvassing for new IGSC date

I will have to see about moving meetings (as we did on March 7th) to try and accommodate this. Also, [REDACTED]
 [REDACTED]..I'll have to speak with her to see if she can change her plans. It's really too bad we couldn't keep the confirmed time on March 7th...

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Tuesday, January 29, 2019 5:11 PM
To: Mary Scotland [REDACTED]@waterfrontoronto.ca>
Subject: RE: canvassing for new IGSC date

Mary –

Is there any flex on that unavailability for March 22nd? There will be a strong need to hold an IGSC by this point in March and WT is the only (albeit important) hold out that day.

From: Mary Scotland [mailto: [REDACTED]@waterfrontoronto.ca]
Sent: January 29, 2019 3:05 PM
To: 'David Stonehouse' <David.Stonehouse@toronto.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Edward Chalupka [REDACTED]@waterfrontoronto.ca>
Subject: RE: canvassing for new IGSC date

Hi David – March 22nd does not work for WT.

Thanks,
 Mary

From: David Stonehouse <David.Stonehouse@toronto.ca>
Sent: Tuesday, January 29, 2019 3:02 PM
To: Mary Scotland [REDACTED]@waterfrontoronto.ca>; 'Faraday-Smith, Nancy (INFC)' <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Edward Chalupka [REDACTED]@waterfrontoronto.ca>
Subject: RE: canvassing for new IGSC date

Mary, it is unclear if March 22, 1:30 to 3 can work for you.

Nancy, if yes, we have a date!

We will hold the time.

We will book a room.

David

David Stonehouse
 City of Toronto

Waterfront Secretariat
City Planning Division
416-392-8113
481 University Avenue, 6th Floor

From: Mary Scotland [mailto: [REDACTED]@waterfrontoronto.ca]

Sent: January 29, 2019 1:57 PM

To: 'Faraday-Smith, Nancy (INFC)' <nancy.faraday-smith@canada.ca>

Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Edward Chalupka [REDACTED]@waterfrontoronto.ca>

Subject: RE: canvassing for new IGSC date

Hi Nancy,

Please see the chart below for WT's availability.

Thanks,
Mary

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

Sent: January 25, 2019 10:44 AM

To: Ward, Peggy (MOI) <Peggy.Ward@ontario.ca>; Mary Scotland [REDACTED]@waterfrontoronto.ca>; Olowude, Ibukun (MOI) <Ibukun.Olowude@ontario.ca>

Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Edward Chalupka [REDACTED]@waterfrontoronto.ca>

Subject: canvassing for new IGSC date

Further to my earlier email(s), here is a table showing dates for which our DM is available to Chair the next IGSC. Grateful if you could reply all with availability of key participants included below.

Name		FEBRUARY	MARCH				
		26	8	11	12	15	
DM Kelly Gillis	INFC	yes	yes	yes	yes	yes	y
ADM Glenn Campbell	INFC						
DM Chris Giannikos	MOI		12:00 – 5:00				1:00 – 5:00
ADM Adam Redish	MOI		12:00 – 5:00				1:00 – 5:00
City Manager Chris Murray	City						
Deputy City Manager Tracey Cook	City						
CEO Michael Nobrega	WT	1:00-2:30	[REDACTED]				
Chief Project David Kusturin	WT	1:00-2:30					
Chief Financial Lisa Taylor	WT	1:00-2:30					
Chief Strategy Marissa Piatelli	WT	1:00-2:30					
Chief Development Meg Davis	WT	1:00-2:30					
SVP Development Leslie Gash	WT	1:00-2:30					
VP Innovation Kristina Verner	WT	1:00-2:30					
VP Comms Cameron MacKay	WT	1:00-2:30					
Director Government Relations Ed Chalupka	WT	1:00-2:30					

From: Faraday-Smith, Nancy (INFC)
Sent: January 25, 2019 9:54 AM
To: 'Ward, Peggy (MOI)' <Peggy.Ward@ontario.ca>; 'Mary Scotland' [REDACTED] <[REDACTED]@waterfrontoronto.ca>; Olowude, Ibukun (MOI) <Ibukun.Olowude@ontario.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Subject: RE: IGSC confirmed for March 7th - 2-4pm

All –

I regret to inform that I was hasty in confirming IGSC for March 7th. David has since informed me that Council meets on that day, which creates an unmoveable conflict for senior leadership at the City.

I'll be back once again with a menu of date options. Thanks for your patience and apologies for any inconvenience.

Nancy

From: Faraday-Smith, Nancy (INFC) [<mailto:nancy.faraday-smith@canada.ca>]
Sent: January 24, 2019 12:34 PM
To: David Stonehouse <David.Stonehouse@toronto.ca>; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Ward, Peggy (MOI) <Peggy.Ward@ontario.ca>; Olowude, Ibukun (MOI) <Ibukun.Olowude@ontario.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Mary Scotland <[REDACTED]@waterfrontoronto.ca>; 'Catalina.Manning@ontario.ca' <Catalina.Manning@ontario.ca>; Brett Howell [REDACTED] <[REDACTED]@toronto.ca>; 'Whitehead, Cam (MOI)' <Cam.Whitehead@ontario.ca>; Geerts, Line (INFC) <line.geerts@canada.ca>; McCallum, Robert (INFC) <robert.mccallum@canada.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Subject: IGSC confirmed for March 7th - 2-4pm

Good afternoon,

With thanks to all your collective efforts, it looks like we have been able to land **Thursday, March 7th from 2-4pm** for the next meeting of the Inter-Governmental Steering Committee (IGSC).

David: is your office you able to secure 24E at City Hall? If so, would it make sense for Andrea B or other on your end to send out the invitation, e.g., as had been done for the November meeting (attached)? If not convenient to do both, happy to do invite from this side as long as venue is secured.

Best,
 Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
 Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
 Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 31, 2019 1:36 PM
To: 'David Stonehouse'; 'Ren, Wendy (MOI)'; 'Edward Chalupka'; 'Ward, Peggy (MOI)'; 'Olowude, Ibukun (MOI)'
Cc: Tippins, Shawn (INFC); 'Mary Scotland'; 'Catalina.Manning@ontario.ca'; 'Brett Howell'; 'Whitehead, Cam (MOI)'; Geerts, Line (INFC); McCallum, Robert (INFC); Nassif, Marie-Pier (INFC)
Subject: Confirmation 2.0: IGSC confirmed for March 22nd (1:30-3:30pm)

And here we go again.... ☺ With great appreciation all it would seem I can say with 99% confidence that the next IGSC is confirmed **for March 22nd. Notionally from 1:30-3:30** (recall IGSC members had agreed to hold 2hrs for meeting). A formal invite will come from our DMO to key invitees. In the meantime, might be worthwhile to put a hold in calendars where possible.

David: as before, is your office you able to secure 24E (or other) at City Hall?

Name		March 22
DM Kelly Gillis	INFC	yes
ADM Glenn Campbell	INFC	yes
DM Chris Giannikos	MOI	1:00 – 5:00
ADM Adam Redish	MOI	1:00 – 5:00
City Manager Chris Murray	City	1:30 to 3
Deputy City Manager Tracey Cook	City	1:30 to 3
CEO Michael Nobrega	WT	yes
Chief Project David Kusturin	WT	yes
Chief Financial Lisa Taylor	WT	yes
Chief Strategy Marissa Piatelli	WT	yes
Chief Development Meg Davis	WT	yes
SVP Development Leslie Gash	WT	yes
VP Innovation Kristina Verner	WT	yes
VP Comms Cameron MacKay	WT	yes
Director Government Relations Ed Chalupka	WT	yes

Best,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 31, 2019 3:15 PM
To: 'Edward Chalupka'
Subject: RE: Boyden call with DM Gillis

Thanks again

From: Edward Chalupka [mailto: [REDACTED]@waterfrontoronto.ca]
Sent: January 31, 2019 2:46 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Boyden call with DM Gillis

No – this is the first time we have used them – [REDACTED]

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, January 31, 2019 2:45 PM
To: Edward Chalupka < [REDACTED]@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Boyden call with DM Gillis

Ok thanks. By way of background, has Boyden been involved in previous CEO searches?

From: Edward Chalupka [mailto: [REDACTED]@waterfrontoronto.ca]
Sent: January 31, 2019 2:36 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Boyden call with DM Gillis

I don't think so – I think it's an opportunity [REDACTED]
[REDACTED]

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, January 31, 2019 2:30 PM
To: Edward Chalupka < [REDACTED]@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Boyden call with DM Gillis
Importance: High

Hi Ed,

Our DM has a call scheduled with Boyden tomorrow morning. Is there anything that would be helpful for the DM to have re: the CEO search besides the poster that's on the WT website?

Thanks
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 4, 2019 12:11 PM
To: 'Edward Chalupka'
Cc: Tippins, Shawn (INFC)
Subject: RE: Content for this afternoon's meeting

Possible Glenn will raise:

- Debrief of M Lasher call
- Deep dive on Volume III (biz case)
- ETHI Committee
- IGSC
- AG follow up

Although time may be taken up more by what you've just shared.

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: February 4, 2019 11:36 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Subject: FW: Content for this afternoon's meeting

Nancy –

I wanted to confirm that we are still on for our call at 1 this afternoon.

We have two items we wanted to discuss. The first is a quick discussion regarding our invitation to appear before the standing committee and the second is to walk you through a draft and confidential deck that pertains to Volume 3. We are starting to see the evolution of the business case and want to discuss the first attachment which is WT's analysis and overview of the business case as it stands thus far.

The second attachment, FYI, is a confidential deck that was presented to the City a couple of weeks ago.

Ed

Cariaga, Flordeliza (INFC)

To: chris.giannekos@ontario.ca; adam.redish@ontario.ca; [REDACTED]@toronto.ca; tracey.cook@toronto.ca; [REDACTED]@waterfrontoronto.ca; Marisa Piattelli; Meg Davis; Kristina Verner; David Kusturin; Lisa Taylor; Campbell, Glenn (INFC)

Cc: Ren, Wendy (MOI); Brett Howell; Nassif, Marie-Pier (INFC); Tippins, Shawn (INFC); Coffin, Erin (INFC); Faraday-Smith, Nancy (INFC); Cameron MacKay; Edward Chalupka; INFC.O IPI.admo-BSMA.IPI O.INFC; Fortin3, Marc (INFC); David Stonehouse; james.northey@ontario.ca

Subject: Next Inter-Governmental Steering Committee Meeting - Friday, March 22nd

Good day,

Our next Inter-Governmental Steering Committee (IGCS) meeting has been confirmed with your offices for **Friday, March 22nd from 1:30-3:30pm in Boardroom 24E (east tower), Toronto City Hall.**

You should receive a calendar invitation from my office shortly.

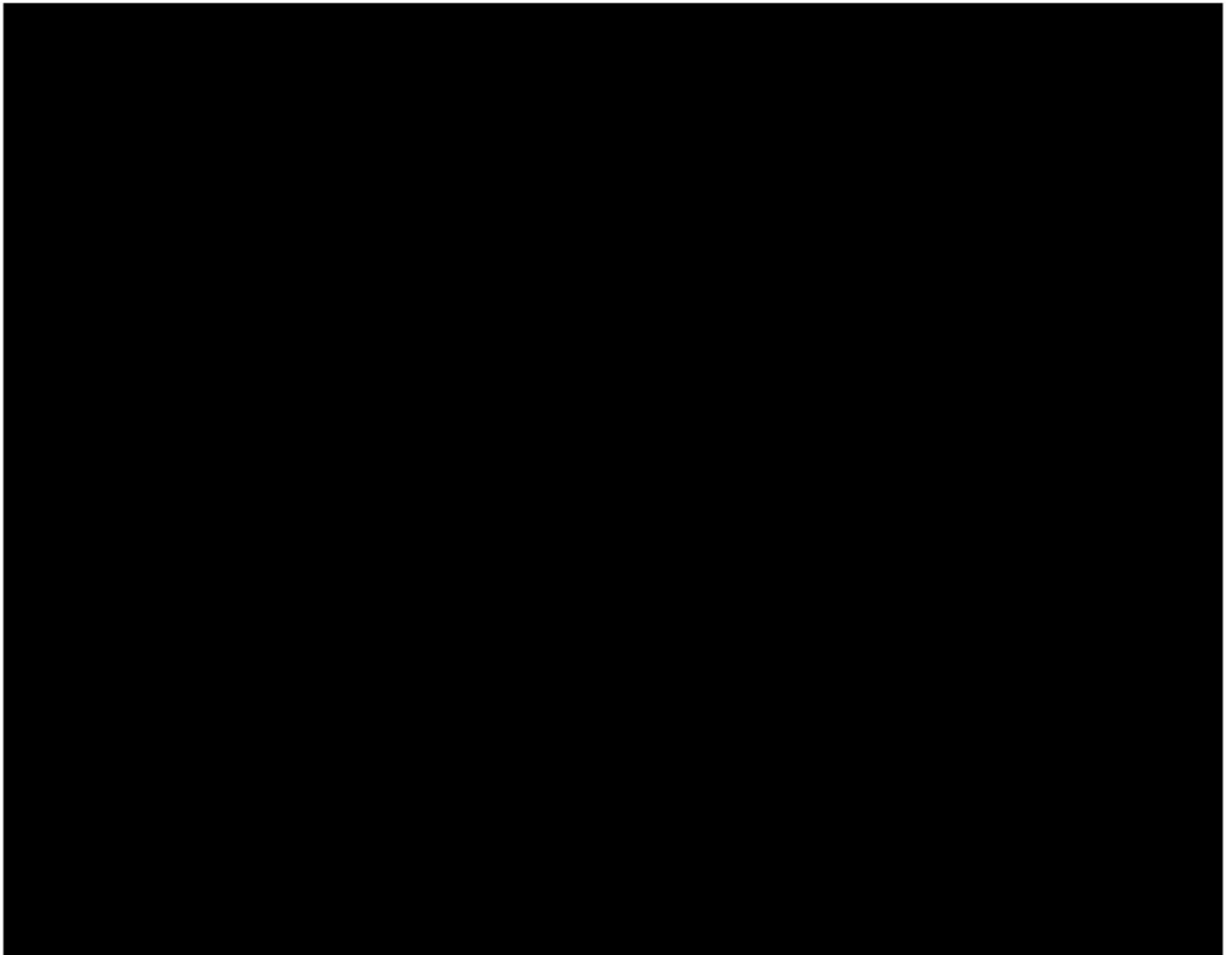
A meeting agenda and other supporting materials will be shared closer to the date.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 4, 2019 2:50 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: Summary of Weekly WT Call
Attachments: Executive Update on Vol 3.pdf; 18.12.18_City Staff Meeting.pdf

Glenn –

Here are key highlights from the discussion today with WT (Meg, Kristina, Kevin Green and Ed). I'll bring you hard copies of the attached materials, which Ed sent earlier today.



Let me know if any questions,
Nancy

From: Edward Chalupka [mailto: [REDACTED]@waterfrontoronto.ca]
Sent: February 4, 2019 11:36 AM
To: Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)
Cc: Campbell, Glenn (INFC)
Subject: FW: Content for this afternoon's meeting

Nancy –

I wanted to confirm that we are still on for our call at 1 this afternoon.

We have two items we wanted to discuss. The first is a quick discussion regarding our invitation to appear before the standing committee and the second is to walk you through a draft and confidential deck that pertains to Volume 3. We are starting to see the evolution of the business case and want to discuss the first attachment which is WT's analysis and overview of the business case as it stands thus far.

The second attachment, FYI, is a confidential deck that was presented to the City a couple of weeks ago.

Ed

**Pages 319 to 332
are withheld
pursuant to paragraphs
20(1)(b), 20(1)(c) and 20(1)(d)
of the *Access to Information Act***

**Les pages 319 à 332
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
20(1)(b), 20(1)(c) et 20(1)(d)
de la loi sur l'accès à l'information**



Project Update

City of Toronto

December 2018



Sidewalk Labs Proprietary and Confidential

Key Objectives

Both the City and Sidewalk Labs have certain objectives that can be aligned as we realize the potential of the Eastern Waterfront.



City of Toronto Objectives

- **Adequate control** to ensure the best outcomes for its citizens
- **Strong economic growth and thousands of new jobs** while protecting existing industries in the Port Lands, including film
- **A series of other public policy outcomes** to address certain urban challenges, including sustainability and congestion
- **Substantial increase** in affordable housing
- **Appropriate standard** for data and privacy
- **Build off success**—prove the model
- **Ensure the local development community** plays a prominent role in developing the Port Lands

Sidewalk Labs Objectives

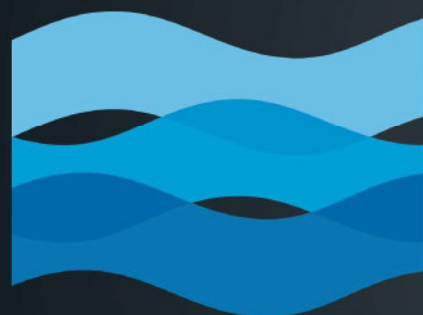
- **Sufficient scale** to achieve its objectives and prove the ability of its approach to positively impact urban quality of life
- **Adequate return** on its investment

Sidewalk Labs Proprietary and Confidential

2

Waterfront Toronto's Evaluation Framework

Waterfront Toronto has structured a rigorous framework to evaluate the MIDP proposal that will be delivered in early 2019.



WATERFRONTToronto

WATERFRONT TORONTO KEY OBJECTIVES

Priority Outcomes and “Must Do’s” for the MIDP

Job Creation

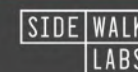
Climate Positive

Housing Affordability

New Mobility

Data Privacy & Digital Governance

Draft Quayside Site Plan



The site plan we presented at Roundtable 4 earlier this month attempts to directly address the primary objectives Waterfront Toronto has included in its MIDP Evaluation Framework.

Job Creation: 9,000+ Construction Jobs

Over 9,000 direct and indirect jobs will be created in Ontario as a result of the building construction at Quayside.

Job Creation: Canadian Mass Timber

Catalyzing the Canadian timber industry through an entire district built with mass timber, resulting in new jobs in Ontario and a reduction in the cost of construction.

Climate Positive: 75-85% Reduced Emissions

Targeting 75 - 85% reduction in greenhouse gas emissions at Quayside compared to typical development: from 6.3 tons CO₂ per Torontonian, to <1 ton per Quaysider.

Affordable Housing: 40% Below-Market

20% affordable housing, including 5% deep affordability, and 20% middle-income housing, including mid-range rental and shared equity.

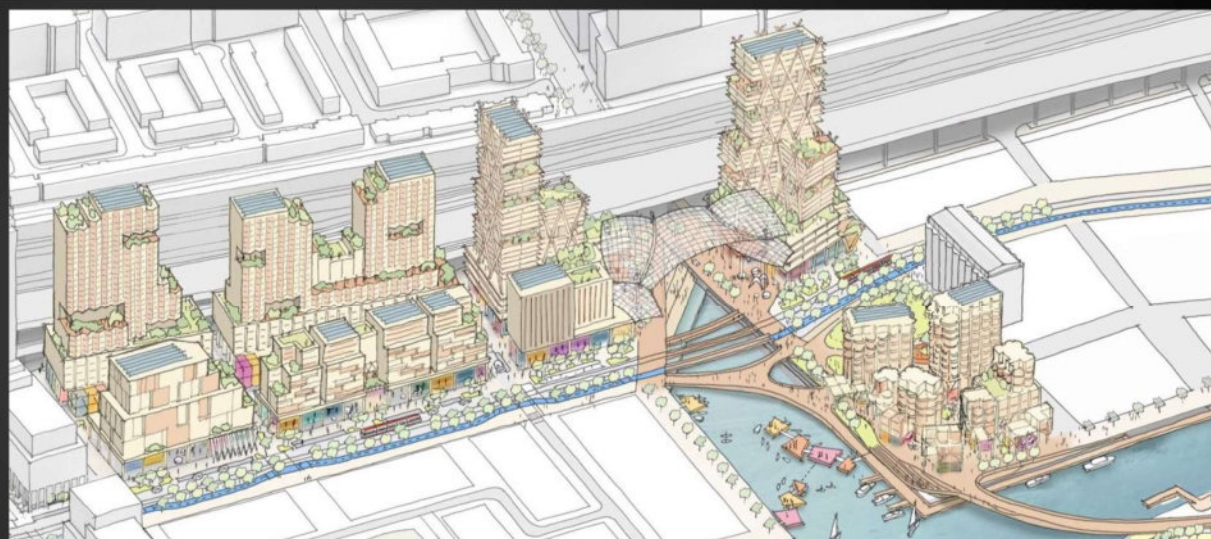
New Mobility: Streets that Work

New mobility including support for the Light Rail Transit, a Vision Zero neighbourhood, and getting ready for an automated vehicle future.

Data Privacy & Digital Governance

Proposed Civic Data Trust as 3rd-party public organization to manage all urban data, protect privacy, promote innovation, and safeguard the public interest.

Sidewalk Labs Proprietary and Confidential



Current Zoning*

93% Residential

20% Affordable Housing

7% Commercial / Retail

3,100 Residential Units

6,200 Residents

*Approx. based on zoning diagrams

Draft Quayside Site Plan

68% Residential (11% Flexible Loft Space)

40% Below Market

• 20% Affordable Housing (includes 5% deeply affordable)
• 20% Middle-Income Housing (includes 5% shared equity)

20% Commercial (3% Flexible Loft Space)

12% Flexible Lower Floors (Stoa: Retail, Production, Arts, Community)

2,500 Residential Units

5,000 Residents (approx.)

Economic Development

9,000+ construction jobs created in Ontario

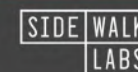
3,900 jobs located at Quayside long-term

• 3,400 office jobs

• 275 retail jobs

• 150 production jobs

• 75 community jobs



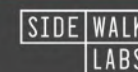
Quayside in Context

While meeting many of these objectives are achievable on Quayside to a certain extent, the economic and conceptual viability may only be possible at a larger scale.

Thinking at Scale

- From the RFP through the PDA, Waterfront Toronto has always sought solutions to address how we can maximize the impact of the shared objectives of the City, Waterfront Toronto, and Sidewalk Labs, and we have responded as such.
- We believe that while Quayside will be an impactful starting point, scale actually plays a significant role because:
 - The impact of each individual innovation increases (for example, additional affordable housing, greater synergies in cutting carbon emissions, greater ability to reduce car trips, greater catalyzation of the tall timber industry)
 - Greater scale than 12 acres is likely needed to justify the initial investment in prototypes at Quayside
 - Holistic thinking is what can accelerate the provision of infrastructure on the Eastern Waterfront, and more quickly unlock the value of the Port Lands envisioned in the Port Lands Planning Framework
- Scale means different things for different outcomes and investments. The purpose of this conversation is to share (and receive feedback) on some of our underlying assumptions and approach before more detailed conversations on individual initiatives as well as holistic discussion on the business case.

Essential Catalyst: Sidewalk's Role At Quayside and Beyond



The role that Sidewalk Labs envisions is to fill gaps that the public and private sectors are currently unable to fulfill themselves, and which Sidewalk Labs is uniquely able to deliver.

Enabling Infrastructure and LRT

- Facilitate and finance the delivery of infrastructure systems, including the LRT, that accelerate development, meet unprecedented sustainability goals, and may not be possible to finance through traditional processes

Limited Real Estate Development

- Execute a limited amount of vertical development to prove market viability of certain innovations (e.g., mass timber) or to spur specific economic development (Google HQ)

Technology Deployment

- Undertake explorations and prototyping, and provide products that are foundational to achieving the overall objectives

Innovation Management

- **Co-Design:** In collaboration with Waterfront Toronto, develop (1) specific plans, which define development envelope, goals and priority outcomes for each geographic phase, and (2) innovation guidelines for infrastructure systems and vertical development, which will apply to third party developers.
- **Implementation Support:** Provide resources and support to enable ongoing delivery and operations of the project, such as detailed design of infrastructure systems or ground-floor management and programming to enable greater activation

Sidewalk Labs Proprietary and Confidential



Enabling Infrastructure and LRT

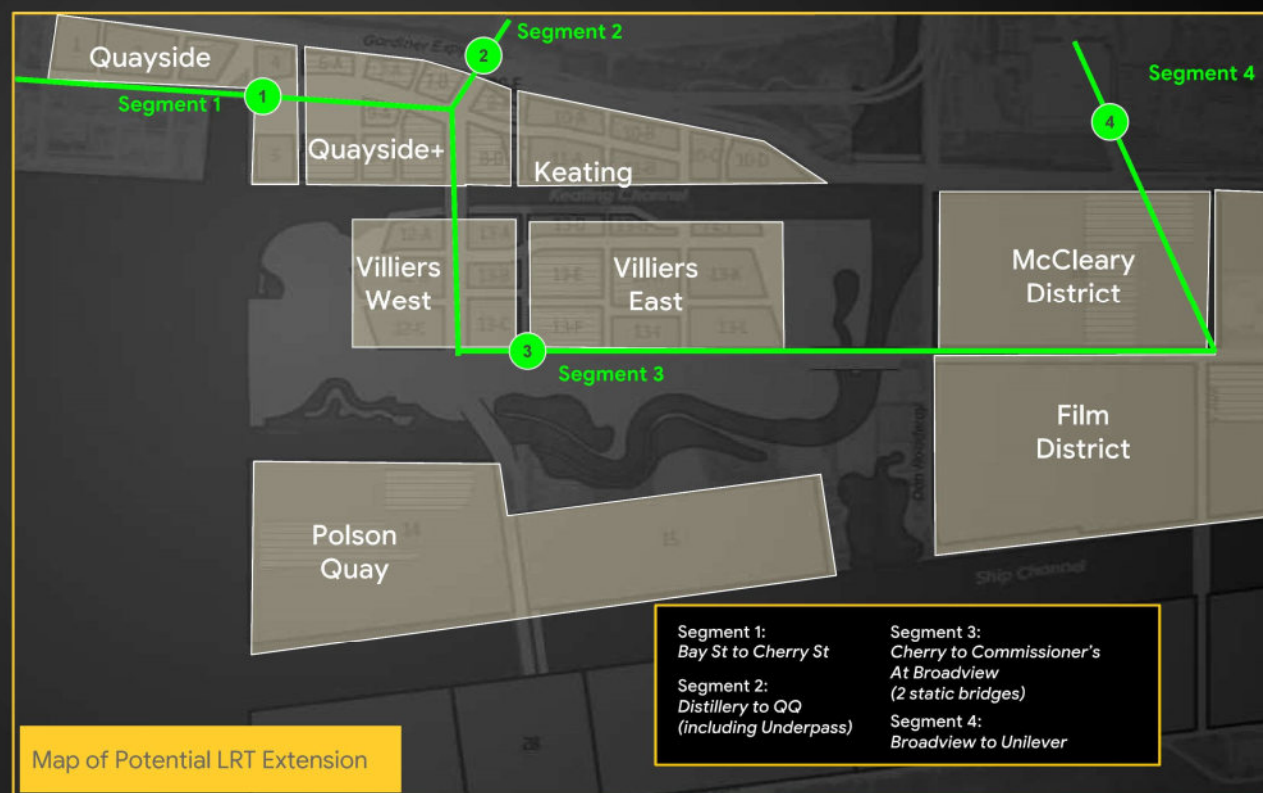
Sidewalk Labs would facilitate and finance the delivery of infrastructure systems, including the LRT, that accelerate development, meet unprecedented sustainability goals, and may not be possible to finance through traditional processes

Infrastructure Delivery

Sidewalk Labs believes holistic infrastructure delivery—a multi-billion dollar undertaking—is critical to unlocking the full potential of the Eastern Waterfront.

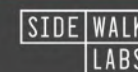
Approaches that only rely on public funding could slow development, and limit the ability to make the most aggressive, innovative moves to achieve climate positivity.

Sidewalk Labs would provide up-front financing support for both LRT and horizontal (utilities and public realm) infrastructure by committing capital to the project in advance of it being available through sources that will only *follow* development (such as incremental property taxes and development charges).



Limited Real Estate Development

Sidewalk Labs will execute real estate development on a limited basis to ensure the implementation of counter-to-market programmatic elements.



Vertical Development

Sidewalk Labs proposes undertaking approximately 5-6M SF of vertical development between Quayside and the Western edge of Villiers Island (which will require additional city approvals, including a Google HQ Campus).

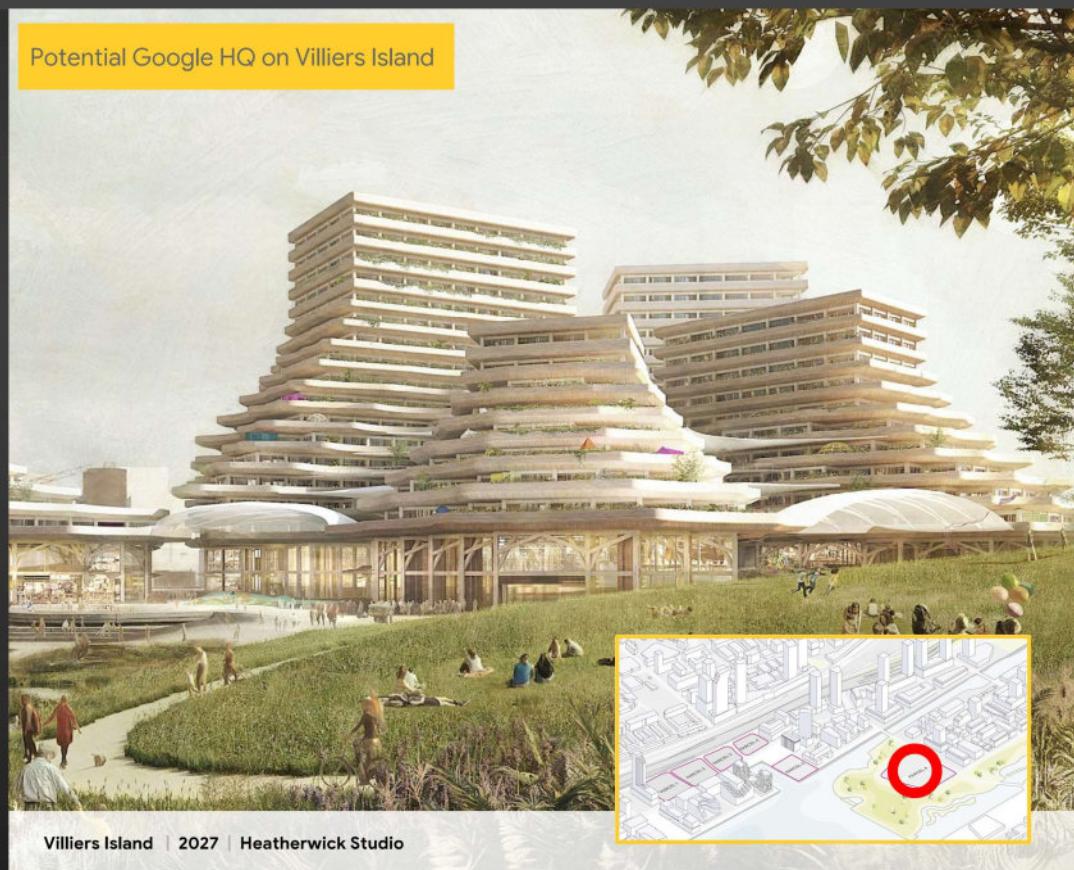
Wherever possible, we will partner with local developers to execute these projects. What is most important to Sidewalk Labs is to have control over the built program to ensure adherence to our innovation and policy objectives.

For instance, we will have a higher tolerance for mixed-use experimentation, timber prototypes, and unusual utility infrastructure than a market developer will, until innovations are proven out

This development is only a small portion of the overall project—and the only site beyond Quayside. Villiers West, is for a specific project with unique economic development and catalytic purpose.

Sidewalk Labs Proprietary and Confidential

Potential Google HQ on Villiers Island



Villiers Island | 2027 | Heatherwick Studio

Product Deployment

Sidewalk Labs will undertake explorations and prototyping, and provide products that are foundational to achieving the overall objectives

SIDEWALK
LABS

Product Deployment

Sidewalk Labs is focusing its product development on a core set of products that we believe are fundamental to our overall approach. These include:

- Software to enable more dynamic management of mobility across modes, by for instance, actively allocating space at curbs according to demand, providing travelers and the services they use more information (such as street closures, wait times, congestion) in real time, and pricing different modes accordingly
- “Koala” or a flexible standardized infrastructure, that can be deployed to provide foundational power and connectivity—like a USB port for the city.
- Software to enable better management of utility systems at the district level—managing demand, lowering overall consumption, improving responsiveness to user preferences, and saving system-wide capex.

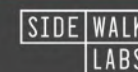
While Sidewalk seeks to deploy a limited number of products, our goal is to create an open system that enables others to innovate both from occupancy and over time. It was a purposeful choice to create an open ecosystem, rather than a closed set of standards with which only Sidewalk Labs products would work.

Terms will need to be negotiated individually for each potential product. The City of Toronto will share in the value created when prototyping in Toronto uniquely leads to the ability to bring the product to market.

Sidewalk Labs Proprietary and Confidential



Example Product Flow for Mobility Management Software



Innovation Management

Sidewalk Labs would play an ongoing role, in collaboration with Waterfront Toronto and its government partners, to support both design and implementation.

Innovation Management

Sidewalk's role in Innovation Management falls into two broad categories:

Design:

1. **Specific Plans:** In collaboration with Waterfront Toronto and its government partners, develop specific plans, which define development envelope, goals and priority outcomes for each geographic phase.
2. **Innovation Guidelines:** In collaboration with Waterfront Toronto and its government partners, develop innovation guidelines for infrastructure systems and vertical development, which will apply to third party developers.

Implementation:

1. **Infrastructure Delivery Support:** In order to ensure infrastructure that aligns with project objectives, Sidewalk could manage initial pre-RFP designs of infrastructure systems to adhere to Innovation Guidelines, and play an active role in the RFP process for horizontal infrastructure.
2. **Ongoing Operational and Programming Support:** In order to prove the operational benefits of certain innovations, Sidewalk Labs could play an active role in programming and prototyping, in collaboration with Waterfront Toronto and its government partners, with ideas such as Stoa or adaptive streets.

Draft Deal

SIDEWALK
LABS

With Waterfront Toronto, Sidewalk Labs delivers the infrastructure necessary to enable the development of Villiers Island, McCleary District and Polson Quay consistent with project objectives. Sidewalk Labs also enables the financing of LRT. As the project progresses beyond Quayside, the success of piloted innovations (i.e., mass timber, building standards, new street typologies, digital management of streets) will inform the innovation guidelines rolled out within the area Sidewalk Labs delivers enabling infrastructure.



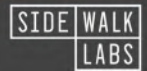
Sidewalk Labs Proprietary and Confidential

11

Potential Phase 2 Expansion (Dual Option)

In a potential Phase 2, Innovation Guidelines would extend to Port Lands South and there would be a mutual option for Sidewalk Labs, with Waterfront Toronto, to deliver additional enabling infrastructure, including an extended LRT. The East Port and Film District have been excluded to protect existing uses.





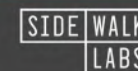
Transaction Principles

In designing a conceptual framework for an overarching transaction, Sidewalk Labs has followed a set of principles designed to meet both parties objectives.

Transaction Principles

- Whenever possible, utilize financing and implementation mechanisms that have been validated previously
- Whenever possible, match sources and uses to specific deal components, in order to simplify and de-risk the transaction
- Incorporate stage gates and ongoing metrics for accountability
- Protect government partners from unreasonable downside risk
- Ensure third-party participation—and limit Sidewalk Labs' role, particularly in real estate development
- Create a structure that enables Sidewalk Labs to shoulder the burden of upfront risk, and be compensated in later stages

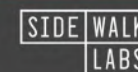
Draft Major Transactional Elements



We are seeking feedback on the following conceptual framework.

Conceptual Framework

- **Real Estate Development:** Sidewalk Labs will execute limited real estate development at Quayside and Villiers West. This development will likely be below market due to programmatic (more commercial and social infrastructure space) and innovation (tall timber prototypes, dynamic curb) decisions to achieve objectives that go against market pressure.
- **LRT Extension:** A PILOT/Tax-Increment Financing (TIF) zone based on property taxes would be created in order to finance the delivery of an LRT extension. Sidewalk Labs would provide upfront debt service support, and potentially equity, in order to facilitate delivery in advance of the realization of incremental property tax revenues. As compensation for shouldering this upfront risk, Sidewalk Labs would receive a return on its equity investment. If incremental property taxes are realized in excess of the amount needed for SWL to receive its preferred return, additional property taxes will not be shared with SWL.
- **Horizontal Infrastructure:** Development Charges within the project geography would be isolated in order to pay for horizontal infrastructure development. Sidewalk Labs would finance infrastructure delivery in advance of the realization of development charges. As compensation for shouldering this upfront risk, Sidewalk Labs would receive a return on its investment. If development charges are assessed in excess of the amount needed for SWL to receive its return, additional development charges will not be shared with SWL.
- **Value Creation:** To compensate Sidewalk for 1) Below market real estate development and 2) the overall catalyzation of the Eastern Waterfront, Sidewalk Labs would receive a share of the incremental land value created through the disposal of publicly-held lands to third parties in the entirety of the project geography.
- **Product Deployment:** Sidewalk Labs will deploy a limited number of technology products throughout the district at terms to be negotiated in advance of the signing of Implementation Agreements. The City of Toronto will share in the value created when prototyping in Toronto uniquely leads to the ability to bring the product to market.
- **Innovation Management** Sidewalk Labs would play a role related to ongoing participation in Toronto in its role as Innovation Manager, in collaboration with Waterfront Toronto, City Planning, and other governmental entities.



Next Steps

Next Steps

1. Receive feedback from Waterfront Toronto regarding the transaction framework overall, and each individual component specifically.
2. Work through City feedback and business case as part of ongoing working process with Waterfront Toronto and the City, and together bring back a more detailed presentation in January that includes initial, draft numbers
3. Together with Waterfront Toronto, design a working process that enables productive sessions as the project continue to evolve
4. As part of that process, schedule Individual follow-up sessions with Waterfront Toronto, including on:
 - Innovation Manager Role
 - Financing Structures, including Global and Canadian Precedents
 - Holistic Planning Vision for the Eastern Waterfront, and comparison to the PLPF

Cariaga, Flordeliza (INFC)

Subject: FW: Inter-Governmental Steering Committee (IGSC) Meeting
Location: Boardroom 24E (east tower), Toronto City Hall

Start: Fri 2019-03-22 1:30 PM
End: Fri 2019-03-22 3:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Gillis, Kelly (INFC)

-----Original Appointment-----

From: Gillis, Kelly (INFC)
Sent: February 5, 2019 10:32 AM
To: Gillis, Kelly (INFC); chris.giannekos@ontario.ca; james.northey@ontario.ca; adam.redish@ontario.ca; Ren, Wendy (MOI; [REDACTED]@toronto.ca; tracey.cook@toronto.ca; David Stonehouse; Brett Howell; [REDACTED]@waterfrontoronto.ca; Marisa Piattelli; Meg Davis; Kristina Verner; David Kusturin; Edward Chalupka; Lisa Taylor; Cameron MacKay; Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Nassif, Marie-Pier (INFC); Fortin3, Marc (INFC); Coffin, Erin (INFC)
Cc: Eyre, Jennifer (INFC); Geerts, Line (INFC)
Subject: Inter-Governmental Steering Committee (IGSC) Meeting
When: March 22, 2019 1:30 PM-3:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Boardroom 24E (east tower), Toronto City Hall

Meeting agenda and other supporting materials will be shared closer to the date.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 5, 2019 11:23 AM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC)
Subject: FW: Star inquiry re: Mattamy - Alternative Bid to SWL

Glenn –

FYI only below. [REDACTED] from the Star has asked WT to confirm if they were in discussions with Mattamy re: the Quayside RFP. They were not and never have been. Will let you know if anything else transpires.

From: Hobbs, Joshua (INFC)
Sent: February 5, 2019 10:48 AM
To: Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)
Cc: Nassif, Marie-Pier (INFC) ; Coffin, Erin (INFC) ; MacFarlane, Shainah (INFC)
Subject: FW: Star inquiry re: Mattamy - Alternative Bid to SWL

Hi Nancy and Shawn,

Sharing with you as FYI – see below. The media monitoring team will watch for this story and will include in the clippings packages.

Thanks!
 Josh

From: Cameron MacKay [<mailto:CMacKay@waterfrontoronto.ca>]
Sent: February 5, 2019 10:44 AM
To: Sousa-Dias, Sofia (MOI) <sofia.sousa-dias@ontario.ca>; MacGillivray, Lauren (MOI) <lauren.macgillivray@ontario.ca>; Don Peat <Don.Peat@toronto.ca>; Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>; [REDACTED] <[\[REDACTED\]@toronto.ca](mailto:[REDACTED]@toronto.ca)>; 'Greenberg, Lee (MOI)' <Lee.Greenberg@ontario.ca>
Cc: Andrew Tumilty <ATumilty@waterfrontoronto.ca>
Subject: Star inquiry re: Mattamy - Alternative Bid to SWL

Hi,

Just writing to let you know that, in addition to the CP media inquiries of Friday which some received, [REDACTED] from the Star has just asked WT to confirm if we were in discussions with Mattamy—which we are not and never have been. Don't know where this story is coming from (or going) but some may have seen David Crane's [piece](#) in IT World Canada that references the Mattamy response to WT's 2017 Quayside RFP:

There was a Canadian alternative to Sidewalk Labs which was rejected by Waterfront Toronto. Led by Peter Gilgan, the owner of Mattamy Homes, and which included OMERS and Manulife Financial, its bid was quickly thrown together in the extraordinarily narrow window of six weeks that Waterfront Toronto gave would-be bidders. Sidewalk Labs, however, had been working on its bid for months, in close consultation with Waterfront Toronto. So the initial choice of Sidewalk Labs was never really in doubt.

I let [REDACTED] know that we haven't had any discussions with Mattamy and will let you know if there are any follow on questions.

Best,

Cameron

cameron mackay | vice president, strategic communications and engagement | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED] | cmackay@waterfronttoronto.ca | www.waterfronttoronto.ca



Cariaga, Flordeliza (INFC)

From: aina adeleye <waterfrontoronto.boardeffect.com@client.boardeffect.com>
Sent: February 7, 2019 4:07 PM
To: Tippins, Shawn (INFC)
Subject: Meeting Materials Now Available in BoardEffect



The meeting materials for the Meeting Book - Digital Strategy Advisory Panel - Meeting # 8 are now available in your BoardEffect platform.

To sign in using your computer's browser: Click the link in the footer below to navigate to the login screen. Enter your user name and password, scroll down to the appropriate Meeting Event, then click on the Meeting Book link to open your materials.

To sign in using the BoardEffect App: From your selected device, tap on the BoardEffect App, select your platform and enter your password. On the home page, scroll down to the appropriate Meeting Event, then click on the Meeting Book link to open your materials.

Log in to your BoardEffect by clicking <https://waterfrontoronto.boardeffect.com>

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 12, 2019 9:56 AM
To: Kristina Verner; Tippins, Shawn (INFC)
Cc: Campbell, Glenn (INFC); Zewede, Heywet (INFC)
Subject: Re: Civic Lab and DSAP

Hi Kristina -

Thanks for the advance notice. I was wondering if that might happen. No snow here yet but we know it's on its way.

Keep us posted on the revised Date for Civic Lab.

Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Kristina Verner
Sent: Tuesday, February 12, 2019 9:41 AM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: Civic Lab and DSAP

Nancy – Travel to Toronto is looking precarious and many flights are cancelled. Local travel is very difficult.

We are looking at sliding the Civic Lab date to March 4 and will have virtual options for DSAP for Thursday. It is essentially “Snowmagedon” here.

I just wanted to give you a heads-up!

Cariaga, Flordeliza (INFC)

From: Louroz Mercader [REDACTED]@waterfronttoronto.ca>
Sent: February 12, 2019 1:05 PM
Subject: SNOW DAY! Civic Lab Date Change (March 4)

Hello,

Today isn't the day to make jokes about the weather...it's snow joke.

But seriously, due to the hazardous winter weather conditions our panelists and many participants are unable to safely travel to Toronto for tomorrow's Civic Lab on Civic Digital Trusts.

As a result, we are rescheduling to **Monday, March 4, 2019**.

We thank MaRS Discovery District for their flexibility in accommodating the new date.
We'll be back in touch to confirm the time and detailed agenda.

Thanks for your interest and please stay tuned for more information shortly!

Louroz

Louroz Mercader | Communications and Public Engagement Manager | **Waterfront Toronto** | 1310-20 Bay Street | Toronto ON M5J 2N8 | [REDACTED]@waterfronttoronto.ca | waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Civic Labs <CivicLabs@waterfronttoronto.ca>
Sent: February 13, 2019 8:32 AM
Subject: Civic Lab Rescheduled to March 4

Good morning,

This is another follow up reminder that today's Civic Lab on Civic Digital Trusts is being **rescheduled due to current weather conditions**.

Many of our presenters and participants were travelling to Toronto and we are mindful of their ability to get here safely.

The meeting will now be held on **March 4, 2019**.

More details will be shared.

Thanks for your understanding.

Louroz

Louroz Mercader | Communications and Public Engagement Manager | **Waterfront Toronto** | 1310-20 Bay Street | Toronto ON M5J 2N8 | [REDACTED]@waterfronttoronto.ca | waterfronttoronto.ca



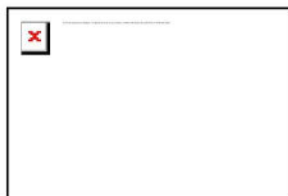
Cariaga, Flordeliza (INFC)

From: Kristina Verner <KVerner@waterfronttoronto.ca>
Sent: February 13, 2019 11:36 AM
To: Faraday-Smith, Nancy (INFC)
Subject: Re: Hill Times - Question

A bit of both... [REDACTED]

[REDACTED] it would be wonderful to have another example to walk people through. The next key area to focus on will be in late March around shared benefits of data and innovation/IP in public-private partnerships.

kristina verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 [REDACTED] | kverner@waterfronttoronto.ca | www.waterfronttoronto.ca



From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: February 13, 2019 11:33 AM
To: Kristina Verner
Subject: RE: Hill Times - Question

Not yet. Sorry. Are you thinking for the March 4th Lab on Trusts or some future Lab more generally?

From: Kristina Verner [mailto:KVerner@waterfronttoronto.ca]
Sent: February 13, 2019 11:32 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: Hill Times - Question

One more quick question... did you happen to ask the Smart Cities folks about projects that may have speakers we should/could engage with for our Civic Lab?

Virtual hot cocoa below!



via [GIPHY](https://www.giphy.com/)

kristina verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
kverner@waterfronttoronto.ca | www.waterfronttoronto.ca



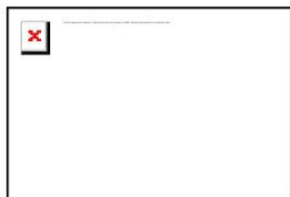
From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: February 13, 2019 11:26 AM
To: Kristina Verner
Subject: RE: Hill Times - Question



From: Kristina Verner [mailto:KVerner@waterfronttoronto.ca]
Sent: February 13, 2019 11:24 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: Hill Times - Question

Thank you so much!

kristina verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
kverner@waterfronttoronto.ca | www.waterfronttoronto.ca



From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: February 13, 2019 11:19 AM
To: Kristina Verner
Subject: RE: Hill Times - Question

Hi –

I was just reading through the article myself. See attached.

N

From: Kristina Verner [<mailto:KVerner@waterfronttoronto.ca>]
Sent: February 13, 2019 11:17 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Hill Times - Question

Hi Nancy,

Do you folks have a subscription to the Hill-Times? There's an article in today's issue by one of our DSAP members that I would like to read if possible.

Thanks in advance!
Kristina

[kristina.verner](#) | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
kverner@waterfronttoronto.ca | www.waterfronttoronto.ca



Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>
Sent: February 13, 2019 5:18 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: Copies

Nancy, Shawn –

How many hard copies of the MIDP do you think you will need when it comes to you towards the end of March beginning of April? Assume you will need to share interdepartmentally.

SWL is trying to get a sense of how many copies they need to print.

Thoughts?

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 14, 2019 11:25 AM
To: 'Edward Chalupka'; Mary Scotland
Cc: Kristina Verner
Subject: RE: Bi-weekly Quayside MIDP briefing with ADMs

Helpful – thanks Ed.

Is there any chance this particular meeting could be moved by a few days? Meanwhile I'll work on making sure I (and Shawn) can be there for the 22nd and 5th.

From: Edward Chalupka [mailto: [REDACTED]@waterfrontoronto.ca]
Sent: February 14, 2019 11:20 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Mary Scotland [REDACTED]@waterfrontoronto.ca>
Cc: Kristina Verner <KVerner@waterfrontoronto.ca>
Subject: RE: Bi-weekly Quayside MIDP briefing with ADMs

Nancy –

The intention on the 22nd was to split the meeting in two. Do a deeper dive on Digital data governance for the first half. We would present first and then have SWL speak as we have done in the past. We would use the second half of the meeting to do a similar walk through of the business case (as we know it to date) as we did with you over the phone to allow for a level set for all orders of government.

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, February 14, 2019 10:57 AM
To: Mary Scotland < [REDACTED]@waterfrontoronto.ca>
Cc: Kristina Verner <KVerner@waterfrontoronto.ca>; Edward Chalupka < [REDACTED]@waterfrontoronto.ca>
Subject: RE: Bi-weekly Quayside MIDP briefing with ADMs

Glenn and/or my intention would be to attend in person. Likely that Glenn would be more comfortable if the business case discussion(s) could await his return. Any chance to front-end load the digital data dives?

From: Mary Scotland [mailto: [REDACTED]@waterfrontoronto.ca]
Sent: February 14, 2019 10:34 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: Bi-weekly Quayside MIDP briefing with ADMs

Hi Nancy,

Unfortunately, I don't have the final agenda yet but can confirm that the briefing will focus on either digital data governance or the business case. Can we look forward to having you join the briefing (either in person or via videoconference)?

Thanks,
Mary

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Wednesday, February 13, 2019 5:30 PM
To: Mary Scotland <[REDACTED]@waterfronttoronto.ca>
Subject: RE: Bi-weekly Quayside MIDP briefing with ADMs

Hi Mary,

Do you know the specific focus of the February 22nd and March 5th sessions?

Thanks,
Nancy

From: Mary Scotland [[mailto:\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)]
Sent: February 13, 2019 2:04 PM
To: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Cc: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: Bi-weekly Quayside MIDP briefing with ADMs

Thanks very much Heywet. Is Nancy available on February 22nd and March 5th? we would like to lock in these dates and proceed with whomever is available.

Best,

Mary

mary scotland | executive liaison and assistant to the ceo | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
[\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca) | www.waterfronttoronto.ca



From: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>
Sent: Wednesday, February 13, 2019 1:57:00 PM
To: Mary Scotland; Ladouceur3, Natalie (INFC)
Cc: Faraday-Smith, Nancy (INFC)
Subject: RE: Bi-weekly Quayside MIDP briefing with ADMs

Hi Mary,

Unfortunately Glenn is not available on the 22nd. Is there any time on the 21st after 2pm? [REDACTED]
[REDACTED]

The other proposed dates would work.

Thanks,
Heywet

From: Mary Scotland [[mailto:\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)]
Sent: February 13, 2019 1:46 PM
To: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Cc: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Fw: Bi-weekly Quayside MIDP briefing with ADMs
Importance: High

Hello everyone,

Following up on the email below, please advise of Glen and Nancy's availability on the proposed dates for the bi-weekly ADM briefings.

Thanks,

Mary

mary scotland | executive liaison and assistant to the ceo | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
[REDACTED] [@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca) | www.waterfronttoronto.ca



From: Mary Scotland

Sent: Monday, February 4, 2019 4:53 PM

To: Zewede, Heywet (INFC); 'Ladouceur3, Natalie (INFC)'; 'Andrea Broughton'; [REDACTED]; Elaine Hung; 'Olowude, Ibukun (MOI)'; 'Ward, Peggy (MOI)'

Subject: Bi-weekly Quayside MIDP briefing with ADMs

Hello everyone,

Following the last Quayside MIDP ADM briefing which took place on January 15th, the ADMs have requested recurring bi-weekly, 3 hour briefings commencing February 2019 through the end of May 2019. The briefings will focus on the Digital Data Governance of the MIDP and the business case. The attendees are the same as our last two briefings:

Glen Campbell
Adam Redish
Nancy Faraday-Smith
Wendy Wren
David Stonehouse
Tracey Cooke

At your earliest opportunity, please let me know if the proposed dates are provided below:

February 22 – 10:00am to 1:00pm
March 5 and 19 – 11:30am to 2:00pm
April 2, 16 and 29 – 11:30am to 2:00pm
May 14 and 28 – 11:30am to 2:00pm

Thank you,
Mary

mary scotland | executive liaison and assistant to the ceo | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 14, 2019 11:27 AM
To: 'Edward Chalupka'
Cc: Kristina Verner; Tippins, Shawn (INFC)
Subject: RE: ETHI Committee next week

Super thanks. [REDACTED]

From: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: February 14, 2019 11:16 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Kristina Verner <KVerner@waterfrontoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: ETHI Committee next week

They are being developed/finalized now. Hope to share something tomorrow or Monday.

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, February 14, 2019 11:15 AM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Cc: Kristina Verner <KVerner@waterfrontoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: ETHI Committee next week

Hi Ed,

In anticipation of WT's appearance next week before the ETHI Committee, grateful if you could let me know when you'll be in a position to share related materials so we can brief on expected messaging from the agency.

Many thanks,
 Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
 Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
 Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Kristina Verner <KVerner@waterfrontoronto.ca>
Sent: February 14, 2019 12:47 PM
To: Faraday-Smith, Nancy (INFC)
Cc: Edward Chalupka; info
Subject: RE: Sorry to bother but...
Attachments: meeting book - digital strategy advisory panel - meeting # 8.pdf

Nancy – Please see attached ... Please note this has the in camera materials as well.

Ed – Can you distribute to other levels of government in case they have issues accessing too.

Thanks!
 Kristina

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, February 14, 2019 12:45 PM
To: Kristina Verner <KVerner@waterfrontoronto.ca>
Cc: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; info <info@waterfrontoronto.ca>
Subject: Sorry to bother but...

I haven't been able to access the DSAP meeting book via the WT website. Any suggestions/help you can offer?

[REDACTED]

Thanks,
 Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
 Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
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Digital Strategy Advisory Panel - Meeting # 8

THURSDAY, FEBRUARY 14, 2019 FROM 1:00 PM TO 5:00 PM

WATERFRONT TORONTO

20 BAY STREET, SUITE 1310

TORONTO, ON, M5J 2N8



WATERFRONToronto

Meeting Book - Digital Strategy Advisory Panel - Meeting # 8

1:00 - 1:05	1. Opening Session		
	a. Call to Order		M. Geist
	b. Approval of Agenda	Approval	All
	Agenda - Page 4		
	c. Declarations of Conflict of Interest		All
	d. Approval of Previous Minutes	Approval	All
	i. January 17, 2018		
	Draft Minutes - January 17 2019 DSAP Meeting # 7 - Page 6		
1:05 - 1:10	2. Chair's Remarks		M. Geist
1:10 - 1:15	3. Management Report	Information	K. Verner
	Management Report - Page 11		
1:15 - 2:30	4. Sidewalk Labs Integration Deep Dives	Issues Identification & Discussion	C. Nevill-Manning, P. Ramaswani & A. Harvey-Dawson
	a. Radical Mixed Use/Flexible Use		
	b. Mobility Platform		
	SWL Presentation - Page 15		
2:30 - 2:40	Break		
2:40	5. Motion to go into closed session	Approval	All
	The Panel will discuss the matters outlined in Item 6i, being MIDP Role & Review Process – MIDP Evaluation Framework, in a Closed Session as permitted by By-Law No. 2 of the Corporation. The exception relied for the discussion of Item 6i in Closed Session is Section 6.1.1(l) of By-Law No. 2. The Panel will continue in Open Session at the end of the Closed Session to discuss and vote on any resolutions pertaining to the Closed Session.		
	Closed Session Agenda		
2:40 - 2:55	6. MIDP Review Role & Process	Information	K. Greene
	i. Framework		
	Evaluation Framework and Timing - Page 49		
2:55	7. Motion to go into Open Session	Approval	All
2:55 - 3:40	8. MIDP Review Role & Process Continued		
	ii. Methodology	Discussion & Decision	All
	iii. Criteria (Direction to Working Group)	Discussion	All

3:40 - 4:00	9. Working Groups	Information	M. Geist
4:00	10. Motion to go into closed session The Digital Strategy Advisory Panel (the "Panel") will discuss the matters outlined in items 7 and 8, being Consideration of applicants for the Manager Digital Governance role and Consideration of applications of new Panelists respectively, in a Closed Session as permitted by Section 3.6.2 of the Digital Strategy Advisory Panel Mandate and Operating Protocols. The exception relied for the discussion of items 7 and 8 in Closed Session is Section 6.1.1(b) (Personal matters about an identifiable individual, including employees of the Corporation) of By-Law No. 2 of the Corporation. The Panel will continue in Open Session at the end of the Closed Session to discuss and vote on any resolutions pertaining to the Closed Session. Closed Session Agenda	Approval	All
4:00 - 4:30	11. Consideration of applications of new Panelists Applications - New Panelists - Page 56	Approval	K. Verner
4:30 - 4:50	12. Confidentiality Protocols	Approval	M. Geist
4:50	13. Motion to go into Open Session	Approval	All
4:50 - 4:55	14. Resolutions Arising from the Closed Session (if any)	Approval	All
5:00	15. Adjournment	Approval	All

WATERFRONT TORONTO DIGITAL STRATEGY ADVISORY PANEL

MEETING #8 - AGENDA

February 14, 2019 -1:00pm - 5:00pm
 Waterfront Toronto Boardroom
 20 Bay Street, Suite 1320 Toronto, Ontario M5J 2N8

1:00 - 1:05	1. Opening Session <ul style="list-style-type: none"> a. Call to Order b. Approval of Agenda c. Declarations of Conflict of Interest d. Approval of Previous Minutes <ul style="list-style-type: none"> i. January 17, 2018 	Approval Approval	M. Geist All All All
1:05 - 1:10	2. Chair's Remarks		M. Geist
1:10 - 1:15	3. Management Report	Information	K. Verner
1:15 - 2:30	4. Sidewalk Labs Integration Deep Dives <ul style="list-style-type: none"> a. Radical Mixed Use/Flexible Use b. Mobility Platform 	Issues Identification Discussion	C. Nevill-Manning P. Ramaswani A. Harvey-Dawson
2:30 - 2:40	Break		
2:40	5. Motion to go into closed session	Approval	All
	The Panel will discuss the matters outlined in Item 6i, being MIDP Role & Review Process – MIDP Evaluation Framework, in a Closed Session as permitted by By-Law No. 2 of the Corporation. The exception relied for the discussion of Item 6i in Closed Session is Section 6.1.1(l) of By-Law No. 2. The Panel will continue in Open Session at the end of the Closed Session to discuss and vote on any resolutions pertaining to the Closed Session.		
2:40 - 2:55	6. MIDP Review Role & Process <ul style="list-style-type: none"> i. Framework 	Information	K. Greene
2:55	7. Motion to go into Open Session	Approval	All
2:55 - 3:40	8. MIDP Review Role & Process Continued <ul style="list-style-type: none"> ii. Methodology iii. Criteria (Direction to Working Group) 	Discussion & Decision Discussion	All All
3:40 - 4:00	9. Working Groups	Information	M. Geist

4:00	10. Motion to go into closed session	Approval	All
	<p>The Digital Strategy Advisory Panel (the “Panel”) will discuss the matters outlined in items 7 and 8, being Consideration of applicants for the Manager Digital Governance role and Consideration of applications of new Panelists respectively, in a Closed Session as permitted by Section 3.6.2 of the Digital Strategy Advisory Panel Mandate and Operating Protocols. The exception relied for the discussion of items 7 and 8 in Closed Session is Section 6.1.1(b) (Personal matters about an identifiable individual, including employees of the Corporation) of By-Law No. 2 of the Corporation. The Panel will continue in Open Session at the end of the Closed Session to discuss and vote on any resolutions pertaining to the Closed Session.</p> <p style="text-align: center;">Closed Session Agenda</p>		
4:00 - 4:30	11. Consideration of applications of new Panelists	Approval	K. Verner
4:30 - 4:50	12. Confidentiality Protocols	Approval	M. Geist
4:50	13. Motion to go into Open Session	Approval	All
4:50 - 4:55	14. Resolutions Arising from the Closed Session (if any)	Approval	All
5:00	15. Adjournment	Approval	All

**WATERFRONT TORONTO
DIGITAL STRATEGY ADVISORY PANEL
MEETING #7 - MINUTES**

January 17, 2019 - 1:00pm – 5:00pm

Video Archive of Meeting: <https://bit.ly/2DXFriW>

PANELISTS: Michael Geist
Charles Finley
Kurtis McBride
Jutta Treviranus
Kevin Tuer
Mark Wilson

Andrew Clement
Teresa Scassa
Pamela Robinson
Dave Dame
Alaina Aston

REGRETS: Carlo Ratti

WATERFRONT TORONTO MANAGEMENT & EXTERNAL LEGAL:

Kristina Verner
Chantal Bernier (remote)
George Takach

GUESTS:

Prem Ramaswami	Sidewalk Labs
Craig Nevill-Manning	Sidewalk Labs
Alyssa Harvey-Dawson	Sidewalk Labs

1a. CALL TO ORDER

Being a quorum of Panelists present, the meeting was called to order at 1:04 a.m. Dr. Michael Geist, Chairman of the Panel, presided as Chairman of the meeting.

1b. APPROVAL OF AGENDA

On a motion made by Mark Wilson, seconded by Andrew Clement, it was resolved to approve the agenda for the meeting. Motion Carried.

1c. DECLARATIONS OF CONFLICT OF INTEREST

No new conflicts of interest were registered.

1d. APPROVAL OF PREVIOUS NOTES

On a motion made by Kevin Tuer, seconded by Mark Wilson, it was resolved to approve the notes from the meeting on December 13, 2018 as amended by panelists. Motion Carried.

2. CHAIR'S REMARKS

Dr. Geist provided opening remarks to the panelists, and noted the introduction of Sli.do as a tool to help coordinate questions during the session.

3. MANAGEMENT REPORT

Data trust primer - The draft primer has been completed and has been circulated to attendees from the workshop and members of DSAP for final comments/changes.

Manager, Digital Governance - The position posting has closed and a shortlisted group of applicants will be interviewed in the following week.

Civic Labs - The next Civic Labs will be held February 13, 2019 in partnership with MaRS Solutions Lab focused on the exploration of the notion of a Civic Digital Trust.

Toronto Region Board of Trade Report - The Board of Trade issued a report calling for the Toronto Public Library to oversee smart city digital governance considerations for smart cities in the region. This article has elevated an important conversation and will continue to have conversations with both the Board of Trade and Library, in addition to our government partners, to explore this idea.

4. SIDEWALK LABS SOLUTIONS OVERVIEW

Prem Ramaswami, Craig Nevill-Manning and Alyssa Harvey-Dawson presented various elements of the technology being contemplated by Sidewalk Labs. Additional details are available through the slides provided in the meeting book. They explained that they are still in the early stages of product development and looking to advance these solutions to a minimum viable product that would showcase the technologies and demonstrate their potential to be beneficial at a district scale.

Stormwater Management System - P. Ramaswami described the solution and how it could integrate into the existing city infrastructure. Panelists advised Sidewalk Labs to investigate the stormwater infrastructure project being undertaken in the Don Valley/Coxwell area to assess the potential for coordination.

Digital Infrastructure - Ubiquitous Connectivity - C. Nevill-Manning provided an overview of the proposed network infrastructure that Sidewalk is proposing in the Master Innovation and Development Plan. Technologies include Software Defined Networks and Super PON. They acknowledged the pre-existing relationship that Waterfront Toronto has with Beanfield Metroconnect, and explained that Sidewalk Labs does not intent to build the network or provide the services. They are inviting carriers and competitors as their goal is to take network technologies to the next level, and publish the standards to encourage others to enter the market. Sidewalk Labs clarified that there is no ambition that the network would be delivered as part of Google Fibre or by any other Alphabet company.

Koala - P. Ramaswami and C. Nevill-Manning provided an overview of the Koala mount, which they described as the “USB Port for the Urban Environment.” These mounts would be provide a flexible, inexpensive option to quickly replace/exchange fixtures, sensors, in the public realm. The mounts provide power and connectivity wirelessly. A demonstration of the prototype was conducted.

Outstanding Questions

Throughout the presentation, panelists made inquiries regarding the various solutions. A consistent question arose around the business case for each of the solutions, and the impact of scale on the solutions. In addition, panelists expressed a need to understand the data and data models in greater detail. Panelists explained that without knowing what data will be required, it is hard to discuss issues of privacy and data governance, since the treatment of the data would be different depending on the data types, characteristics and ownership.

Panelists also expressed a desire to understand how much time Sidewalk Labs has spent in examining global best practices and lessons learned and to receive copies of any reports that may be available so they understand the baseline that they have heading into the project.

Panelists raised concerns about the governance and legal frameworks that would need to be established, particularly with regard to the network components. In addition, there were questions raised regarding the need to prevent against threats to the infrastructure and ensure proper monitoring is in place. Additional clarification regarding the role of Beanfield in the environment needs to be provided.

Panelists recommend further examination of the solutions, specifically with regard to a cost-benefit analysis and potentially the use of socio-technical impact assessments. Concerns were raised regarding the need to future-proof the solutions and provide for interoperability with legacy systems. In addition, the impact of 5G needs to be factored into the infrastructure plan.

Panelists also discussed the need to ensure that elements other than business structures are examined, including the collective structure where diversity, inclusion and affordability is a central consideration to the model. J. Treviranus will provide sample frameworks and models to K. Verner to distribute to the panel and to Sidewalk Labs. In addition, there was a need to ensure transparency, accountability and public auditability to the systems, particularly to ensure that underrepresented populations are not being marginalized.

Panelists were concerned about the potential repercussions of Koala outside of Quayside and urged Sidewalk Labs to consider licensing terms or another measures to prevent the technology from being used to create surveillance platforms. Panelists requested additional information about the type of devices that could be attached, as well as the role of the data trust to ensure ethical use.

Panelists requested additional information regarding how Sidewalk Labs plans to publish and support the adoption of the standards they are proposing through this project and suggested that Sidewalk Labs investigate credible third parties (e.g. IEEE) that could have a role in the development of these standards.

Panelists raised concerns about the amount of responsibility that was being proposed for the Civic Data Trust/Civic Digital Trust and whether or not the project should/could proceed without the trust being in place. Placing all of the privacy/governance concerns on an entity that does not yet exist is not an appropriate solution. They urged Waterfront Toronto and the Panel to consider the broader governance ecosystem and not consider the trust as the only entity.

Panelists requested that Sidewalk Labs bring forward detailed use cases to demonstrate how the technologies come together to solve challenges at the February meeting. Specific examples requested include the radical mixed use management and mobility platforms.

5. WATERFRONT TORONTO'S DIGITAL GOVERNANCE & PRIVACY EVALUATION OBJECTIVES

K. Verner presented the current digital governance and privacy objectives that will be used to frame the evaluation of the Master Innovation and Development Plan. Waterfront Toronto is working with KPMG to finalize the evaluation criteria. She asked for panelists to create a working group to assist with the development.

Panelists reinforced the need to understand the data ownership being considered through the project, and emphasized that the Panel needs time separate from Sidewalk Labs on these important issues. In addition, they noted that all three levels of government need to be engaged. The panelists also encouraged Waterfront Toronto to share interim work product to be able to provide earlier feedback. Panelists also expressed a need to determine what volume of information from Sidewalk Labs will be required to evaluate the MIDP, whether it will be the full MIDP or a subset of information related to the technology proposals.

The following members of Panel offered to participate in the working group: Alain Aston, Pamela Robinson, Kevin Tuer, Teresa Scassa, Jutta Treviranus, Charles Finley, Mark Wilson and Andrew Clement.

6. SUBCOMMITTEE STRUCTURE PROCESS

In order to ensure that the working groups/subcommittees were able to be actioned, clarity was required regarding the urgency to establish these given the resource constraints, and current demands on panelist time. The Governance and Evaluation Working Groups need to be put into action. C. Finley and M. Geist will work with K. Verner to finalize the Working Group Structure and process prior to the next meeting to ensure that there is clarity as to the best way to operationalize the structure.

7. MOTION TO GO INTO CLOSED SESSION

On a motion made by Pamela Robinson, seconded by Dave Dame, the Panel moved into closed session to consider the applications for the Manager, Digital Governance and new Panel Members. Motion carried.

8. MOTION TO GO INTO OPEN SESSION

On a motion made by Mark Wilson, seconded by Alaina Aston, the Panel moved into open session. Motion carried.

9. RESOLUTION ARISING FROM CLOSED SESSION

None.

10. OTHER BUSINESS

None.

11. OTHER BUSINESS

On a motion made by Charles Finley, seconded by Teresa Scassa, and carried unanimously, it was agreed that there was no further business of the Panel to transact, the meeting was closed at 5:30 a.m.

FEBRUARY 14, 2019

Management Report

Kristina Verner, Vice President, Innovation, Sustainability & Prosperity

Developments since January 17, 2018



Data Trust Primer - Public Launch – January 18, 2019.

Info Sheets – Social media campaign.

DSAP New Panelist Recruitment - 14 applications received and reviewed. Additional information to be provided in closed session.

Manager, Digital Governance - Interviews have been conducted. Additional information to be provided in closed session.

Civic Labs

- Civic Lab #2: Civic Digital Trusts held February 13, 2019.
- Civic Lab #3: Data Ownership, Monetization & Shared Benefits – Week of March 25

Stakeholder Advisory Committee - Quayside

- The Stakeholder Advisory Committee for the Quayside project on February 26, 2019. The focus will be on the technology proposals from Sidewalk Labs.

Ontario Government Data Consultation

- The provincial government launched the first phase of their public consultation Ontario's Data Strategy on February 5, 2019.

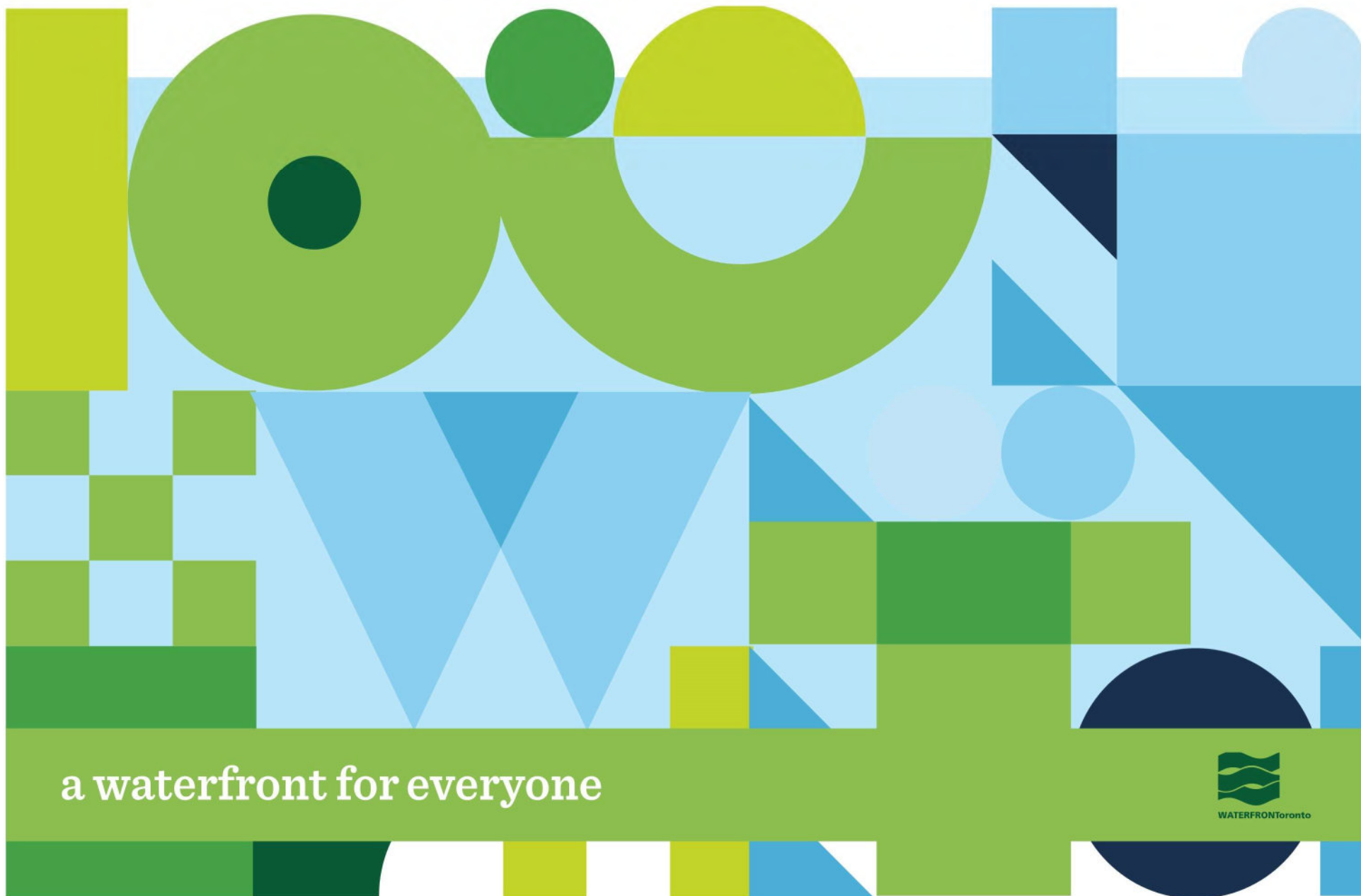


Thank you.

Waterfront Toronto
20 Bay Street, Suite 1310
Toronto, ON M5J 2N8
www.waterfronttoronto.ca

Join Waterfront Toronto on social media





a waterfront for everyone



TECHNOLOGY UPDATE FOR

Waterfront Toronto's Digital Strategy Advisory Panel

FEBRUARY 14, 2019

Recap of January 17th Presentation



A **Neighbourhood-Scale Software-Defined Network**

- Personal private networks
- Higher security
- Better management

NETWORKING

B **Super Passive Optical Network**

- Higher-capacity, more efficient fiber use
- Easier upgradability

HARDWARE

C **Koala: Standard Outdoor Mounts with Power & Connectivity**

- Reduce time, cost and disruption of deployment
- Increase rate of innovation

D **Next Time: Open Data in Standard Formats via Standard Interfaces**

- Enable innovation
- Significantly reduce vendor lock-in

SOFTWARE

(for next time)

Today's Presentation

Discuss two end-to-end data use case examples

- 1 Real-time measurement to improve mobility
- 2 Enable a greater mix of uses within buildings

Open Standards

- 3 Open Data in Standard Formats via Standard Interfaces

Accessibility

- 4 Digital accessibility principles

Urban Digital Architecture Sketch

Each function within the urban technology stack will be served by Sidewalk Labs and also by others. Interchangeability requires standardized interfaces and formats.

On Oct 16, we presented this slide...

SIDEWALK
LABS

Applications



Third Parties
Sidewalk Labs
Hybrid 3rd Party / SWL

STANDARDS

Data Sharing Portals



STANDARDS

Measurements & Other Data



STANDARDS

Connectivity



STANDARDS

Physical Mounts



DRAFT PROPOSALS

Urban Digital Architecture Sketch

Each function within the urban technology stack will be served by Sidewalk Labs and also by others. Interchangeability requires standardized interfaces and formats.

Since then, it has become clearer that some components that we thought we might have to build ourselves will likely be able to be provided by third parties.

SIDEWALK
LABS



DRAFT PROPOSALS

Urban Digital Architecture Sketch

Each function within the urban technology stack will be served by Sidewalk Labs and also by others. Interchangeability requires standardized interfaces and formats.

On December 13th, we presented some specific use cases focused on quality-of-life goals.

SIDEWALK
LABS



DRAFT PROPOSALS

Urban Digital Architecture Sketch

Each function within the urban technology stack will be served by Sidewalk Labs and also by others. Interchangeability requires standardized interfaces and formats.

On January 17th, we presented specific components of our proposed digital infrastructure.

SIDEWALK
LABS



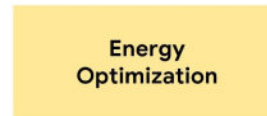
Urban Digital Architecture Sketch

Each function within the urban technology stack will be served by Sidewalk Labs and also by others. Interchangeability requires standardized interfaces and formats.

Today we'll discuss how open standards and formats enable an ecosystem of innovation.

SIDEWALK
LABS

Applications



Third Parties
Sidewalk Labs
Hybrid 3rd Party / SWL

STANDARDS

Data Sharing Portals



STANDARDS

Measurements & Other Data



STANDARDS

Connectivity



STANDARDS

Physical Mounts



DRAFT PROPOSALS

Where We Are Today



2018 / 2019 /
2020 / 2021 /
2022 / 2023...

We are early in our overall product development cycle.

This work reflects the most current perspective from our team.
We will continue to refine as we learn from customers and initiate pilots.



Responsible
Use of Data

Throughout our development process, we will be committed to the responsible use of data,

such as privacy by design principles, even as we consult on a broader data governance policy for Quayside, such as our proposal for an independent Civic Data Trust.



We Will Use
Published
Standards

The ideas we are describing will use published standards.

We will be engaging partners with whom we hope to develop and deploy these ideas and ecosystems.

We are early in the product development cycle

Discovery

Strategy and plan, also known as the “why” and “what”?

Delivery

Working through tradeoffs to deliver the optimal solution, aka “what” and “how”?

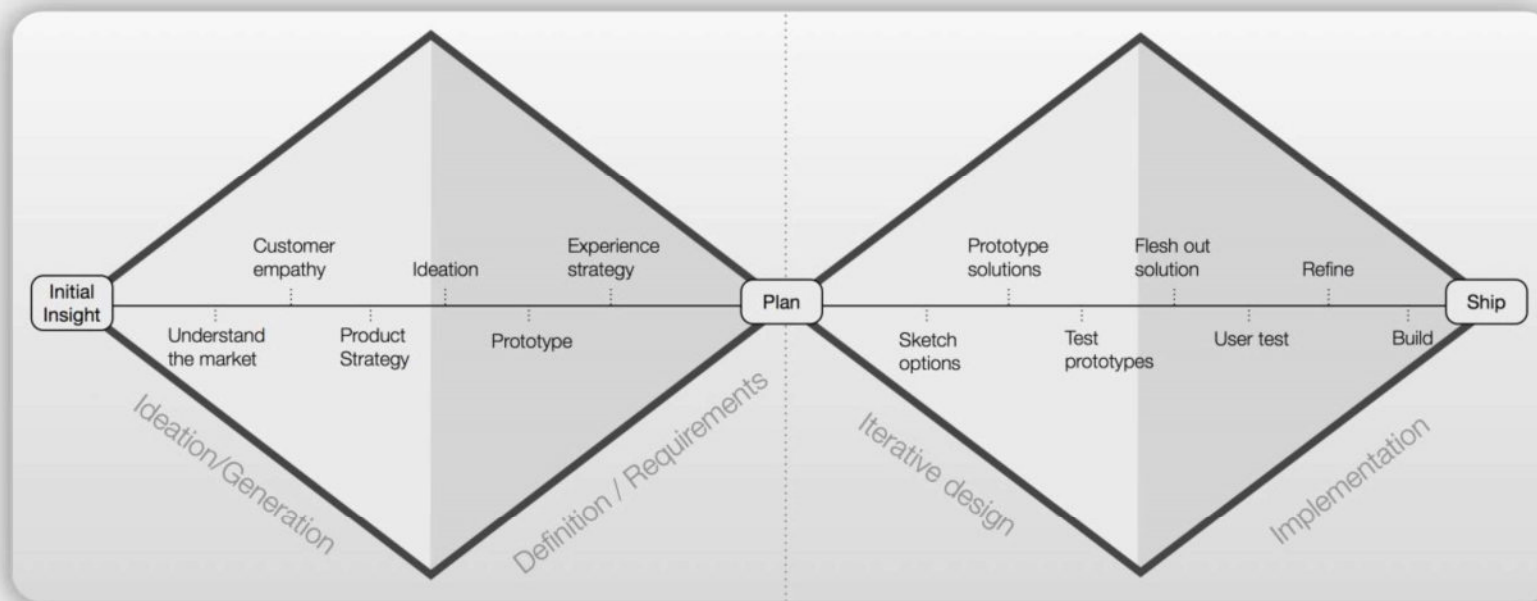


Image credit: Peter Merholz

We are early in the product development cycle

Discovery

Strategy and plan, also known as the “why” and “what”?

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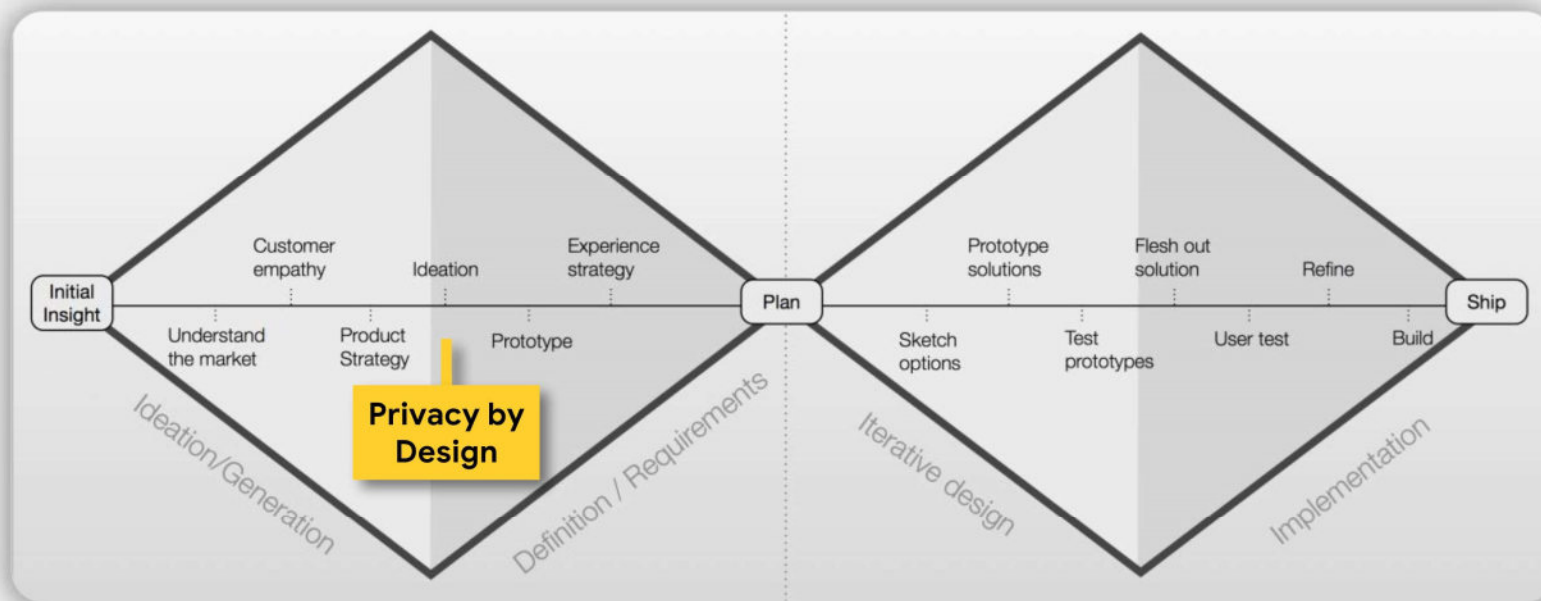


Image credit: Peter Merholz

We are early in the product development cycle

Discovery

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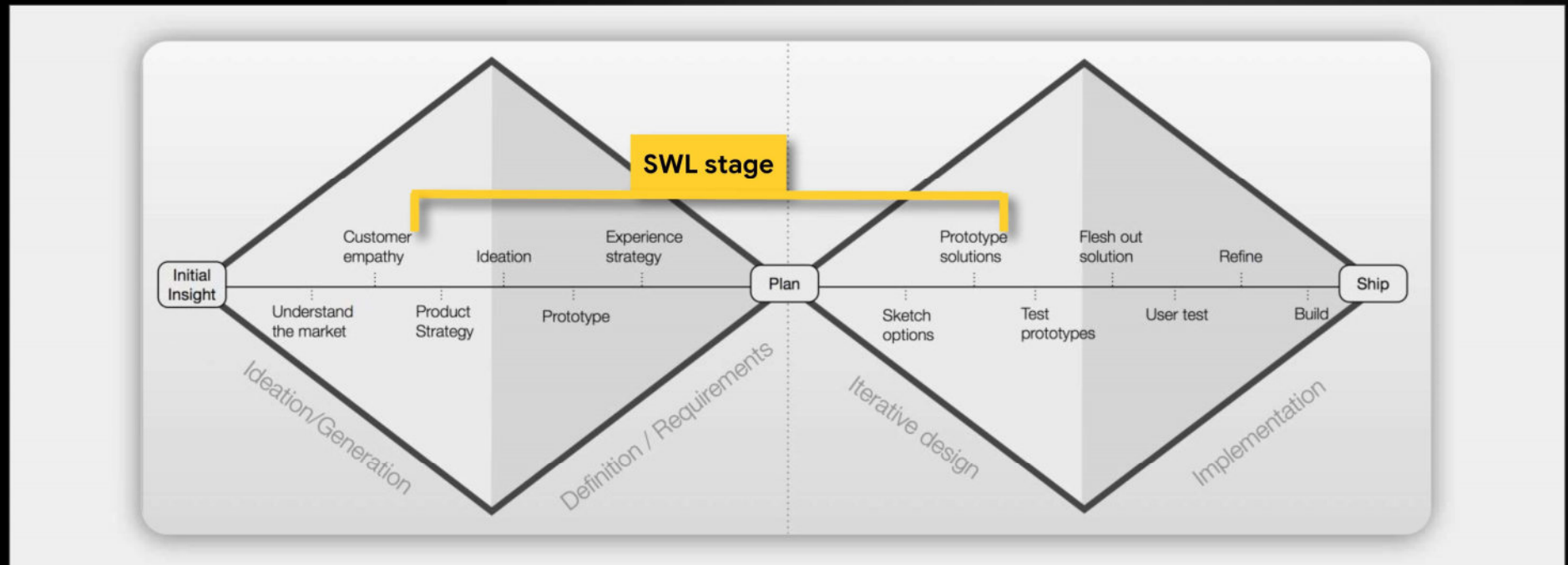


Image credit: Peter Merholz

Today

1

Use Case Example One:

**Real-time
measurement to
improve mobility**

2

Use Case Example Two:

Enable a greater
mix of uses within
buildings

3

Open Standards:

Open data in
standard formats
via standard
interfaces

4

Accessibility Principles:

Digital
accessibility
principles

Improving Mobility - Numina Pilot at 307

Why

- We believe that cameras with on-device de-identification can be among the most versatile, privacy-preserving, and cost-effective options for measuring mobility.
- Understanding the flow of pedestrians, bicycles and vehicles, as well as how long people are waiting to cross the road will reduce congestion and waiting time while increasing safety.

What

- As a stand-in for a future street, we are piloting this technology at 307 Lake Shore Blvd East, to understand flows of people throughout the space and aggregate statistics about time spent looking at exhibits, including outdoor weather mitigation structures, flexible pavers and indoor exhibits.
- All sensing is de-identified at source.

How

- Apply Responsible Data Use guidelines
- Test the use of sensors developed by Numina, a civic tech startup using computer vision to quantify movement on streets.
- Numina's software creates "boxes" around each moving object within their sensor's field of view, classifying into broad categories such as pedestrian, cyclist, car without tracking any personal information.

Improving Mobility - Numina Pilot at 307

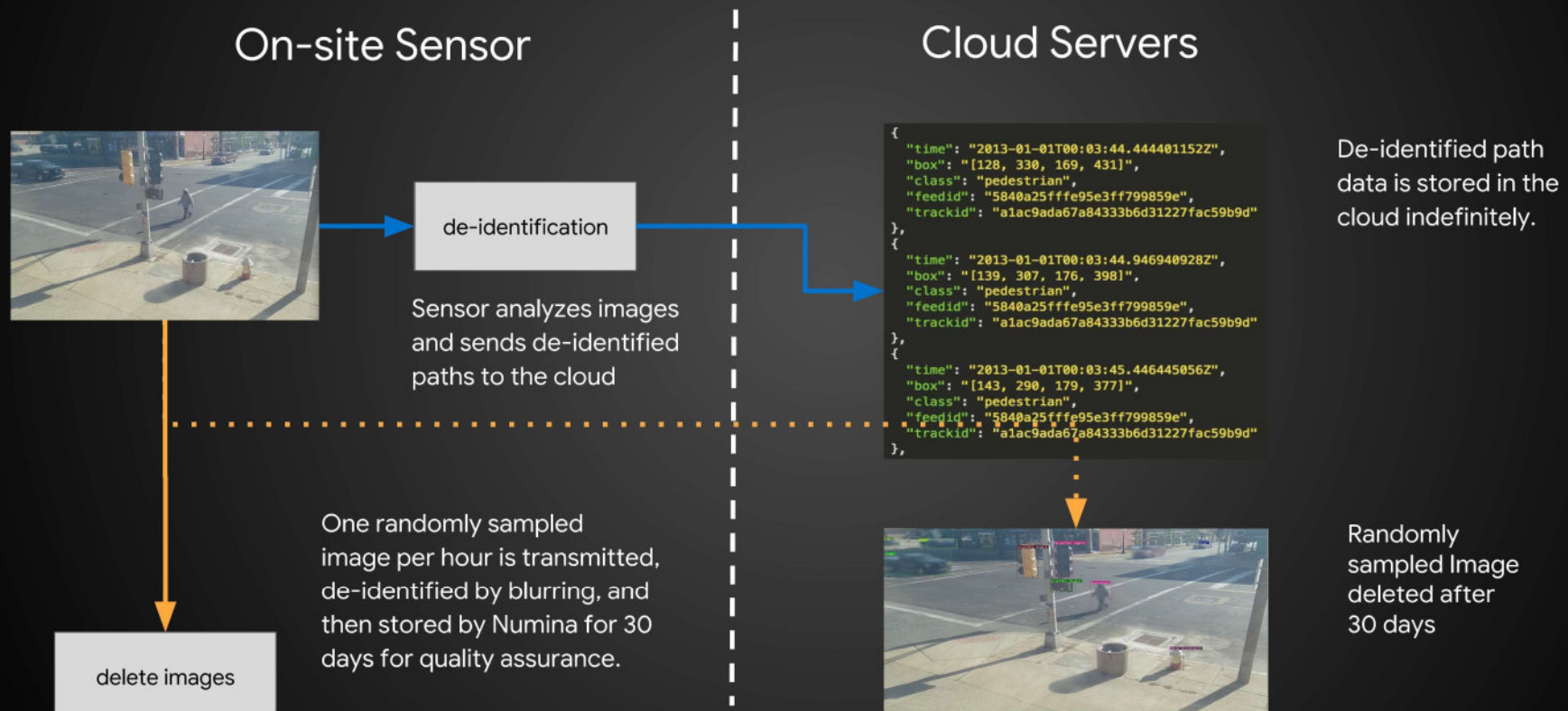
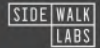
- Numina employs on-device processing to derive de-identified data from images
- The device currently generates paths that moving things took in the scene – pedestrians, cyclists, vehicles – but do not include any information other than the path, category, and timestamp.



In-house SDN rack with 1...
experimentation

Improving Mobility - Numina System Diagram

For illustrative purposes



RDU details

Key privacy or data governance consideration

In this pilot, transitory personal information (images) is being captured by a third-party sensor in a privately managed, public space.

De-identification of those images occurs on device.

Risk mitigation

De-identification

In accordance with the RDU Guideline of de-identification by default, the manufacturer of the sensor de-identifies any personal image at the earliest opportunity using the following method: on-device into a sequence of time stamped 2d coordinates linked by an arbitrary path id number and a “class”, which specifies if the moving object is a person, bicycle, car, truck, or bus. Sidewalk Labs also never receives any personal information.

Transparency

To satisfy the RDU Guideline of providing transparency on data collection activities, Sidewalk Labs is going to post signs notifying visitors of the data collection activity and the use of the sensors.

Security

Numina’s sensors encrypt all communication with TLS1.2 using industry standard AES-256 encryption. Only authorized devices can communicate with sensors, and keys are carefully maintained and rotated frequently. This removes pathways for data interception or sensor access by unauthorized third parties.

Decision

Sidewalk Labs approved this pilot because it meets the beneficial purpose of testing the technology, which is intended to be a tool to improve mobility. Using the RDU to assess the risks, the manufacturer of the sensors implemented privacy-preserving technology and de-identified the images captured.

Today

1

Use Case Example One:

Real-time
measurement to
improve mobility

2

Use Case Example Two:

Enable a greater
mix of uses within
buildings

3

Open Standards:

Open data in
standard formats
via standard
interfaces

4

Accessibility Principles:

Digital
accessibility
principles

Twentieth-Century approaches to zoning

For most of the twentieth century, cities separated residential, commercial, and industrial uses geographically to protect homes from noise, air pollution, and other nuisances.

This discouraged an active mix of home, work, and retail into the same neighbourhood — let alone the same building, often creating districts that were deserted at certain times and increasing travel for workers.



PROPOSED DISTRICT MAP									
LEGEND AND SUMMARY OF ZONING REGULATIONS									
SYMBOL/DISTRICT	USE	HEIGHT STORIES / FEET	FRONT YARD FEET	SIDE YARD FEET	REAR YARD FEET	LOT AREA PER FAMILY ACRES / SQ. FT.			
A1	AGRICULTURAL—USES PERMITTED IN R1 DISTRICT. GENERAL FARMING, FIELD CROPS, TRUCK GARDENING, CATTLE AND POULTRY RAISING, ETC.	2 1/2	35	50	10	25	5 ACRES		
RA	SUBURBAN—USES PERMITTED IN R1 DISTRICT. ONE FAMILY DWELLINGS, MARKET GARDENING, ETC.	2 1/2	35	25	5	25	1/2 ACRE		
R1	ONE FAMILY—ONE FAMILY DWELLINGS, SCHOOLS, CHURCHES, LIBRARIES, ETC.	2 1/2	35	25	5	25	4,400		
R2	TWO FAMILY—USES PERMITTED IN R1 DISTRICT. TWO FAMILY DWELLINGS.	2 1/2	35	25	5	25	2,200		
R3	MULTIPLE FAMILY—USES PERMITTED IN R2 DISTRICT. MULTIPLE DWELLINGS, BOARDING AND LODGING HOUSES, HOTELS, CLUBS, INSTITUTIONS, PRIVATE CLUBS, FRATERNITY HOUSES, LODGES, ETC.	3	45	25	5 FOR 2 STORIES 6 FOR 3	INTERIOR 25 15 CORNER	800		
R4		6	75	25	5 FOR 2 STORIES PLUS 1 FOOT EACH STORY OVER TWO	INTERIOR 25 15 CORNER	400		
C1	LIMITED COMMERCIAL—USES PERMITTED IN MULTIPLE FAMILY DISTRICT. NEIGHBORHOOD RETAIL STORES ONLY, GROCERY, DRUG STORE, ETC.	2	35	25	NONE UNLESS LOT ADJOINS DWELLING DISTRICT	25	2,200		
C2	COMMERCIAL—USES PERMITTED IN C1 DISTRICT. ALL OTHER RETAIL USES—BANKS, THEATRES, DEPARTMENT STORES, RESTAURANTS, FILLING STATIONS, ETC.	3	45	NONE UNLESS LOT ADJOINS DWELLING DISTRICT	NONE	INTERIOR 25 15 CORNER	800		
C3		6	75	NONE	NONE	NONE	400		
CM	BUSINESS DISTRICT—USES PERMITTED IN COMMERCIAL DISTRICT AND ON ALL FLOORS ABOVE GROUND FLOOR OF A BUILDING ANY USE PERMITTED IN THE LIGHT INDUSTRIAL DISTRICT	VOLUME EQUALS LOT AREA TIMES 150 FEET	NONE	NONE	NONE	NONE	400		
M1	LIGHT INDUSTRIAL—USES PERMITTED IN COMMERCIAL DISTRICT AND ANY USE NOT OFFENSIVE BECAUSE OF EMISSION OF ODOR, DUST, SMOKE, GAS OR NOISE.	3	45	NONE UNLESS LOT ADJOINS DWELLING DISTRICT	NONE UNLESS LOT ADJOINS DWELLING DISTRICT	NONE UNLESS INDUSTRIAL DISTRICT ADJOINS DWELLING DISTRICT	800		
M2		8	100	NONE	NONE	NONE	400		
M3	HEAVY INDUSTRIAL—ANY USE EXCEPT PERMANENT DWELLINGS	8	100	NONE	NONE	NONE	4,000 TEMPORARY USE		
OFF-STREET PARKING SPACE REQUIRED EXCEPT IN CENTRAL BUSINESS DISTRICT OFF-STREET LOADING SPACE ALSO REQUIRED FOR INSTITUTIONAL, COMMERCIAL AND INDUSTRIAL USES									
ZONING DISTRICTS WHICH MAY BE BORDERED EXTEND TO THE MUNICIPAL LIMITS									

OFF-STREET PARKING SPACE REQUIRED EXCEPT IN CENTRAL BUSINESS DISTRICT
OFF-STREET LOADING SPACE ALSO REQUIRED FOR INSTITUTIONAL, COMMERCIAL AND INDUSTRIAL USES
ZONING DISTRICTS WHICH GO BEYOND THE MAP BORDER EXTEND TO THE MUNICIPAL LIMITS

Mixed use

For illustrative purposes

SIDEWALK
LABS

Why

- Buildings should be able to accommodate a diverse range of tenants — residential, commercial, retail and light industrial.
- However, it's important to minimize the nuisances that commercial and light industrial tenants might create for their neighbours, including machinery noise, odors and vibration from industrial processes, so there needs to be some way to monitor these nuisances and give feedback.

What

- All commercial and light-industrial tenants adhere to agreed-upon limits on nuisances such as noise and air pollution.
- Sensors monitor common spaces (such as hallways and lobbies) on an ongoing, real-time basis and alert appropriately.
- This system **will not** monitor residential units.

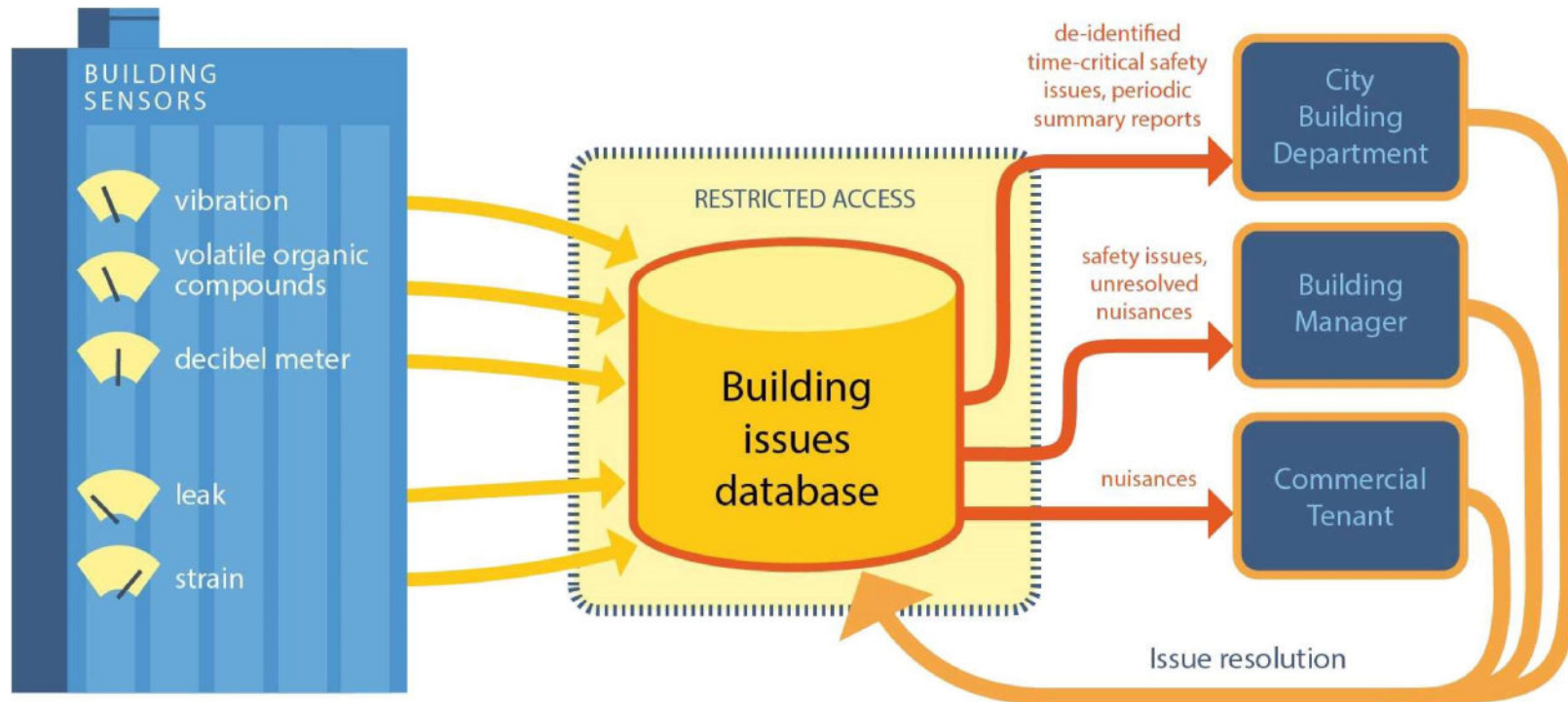
How

- Deploy devices in common spaces that collect non-personal information on vibration, interior air quality, noise levels, energy and water use.
- Access to data will be restricted and monitored
- Any issues are sent to the commercial tenant responsible immediately. If not resolved quickly, they are sent to the building manager for follow-up.
- Issues that create life-safety concerns, such as noxious fumes, would be communicated more quickly and broadly.

Mixed use monitoring

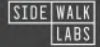
For illustrative purposes

SIDEWALK
LABS



RDU details

For illustrative purposes



Key privacy or data governance consideration

In this proposed potential project, to enable a greater mix of commercial and light-industrial spaces, certain environmental information is captured in common spaces by sensors that record and analyse that data. The environmental information collected is Urban Data because it is data collected in a privately owned common space in Quayside.

The data collector must determine whether the data activity involves the collection and use of Personal Information and if so, they must assess compliance with Canadian privacy laws. The data collector must also assess whether they are collecting or using data about people. If so, the data collector completes a RDU and submits it to the Trust for approval. If the data is not Personal Information and is not data about people, the data collector would submit an application to the Trust that includes the location of the sensors for the sensor registry.

Example RDU questions:

- What are all of the sources of the data? Describe the technology that will be used to collect/use data.
- Is the data going to be used for advertising purposes?
- What are the benefits to the individual or groups of individuals?
- Does the anticipated use of the data create a risk of harm to the individual or group of individuals (including if there is unauthorized use internally or by third parties)?
- Could the anticipated use of the data result in unforeseen consequences that could reasonably be considered harmful?
- Could the anticipated use of technology harm or benefit certain individuals, groups of people, or communities in unintended or unexpected ways?
- Do the benefits of the data activity outweigh the potential risks?

1

Use Case Example One:

Real-time
measurement to
improve mobility

2

Use Case Example Two:

Enable a greater
mix of uses within
buildings

3

Open Standards:

Open data in
standard formats
via standard
interfaces

4

Accessibility Principles:

Digital
accessibility
principles

Open Data today

Existing solutions

- Toronto's Open Data Portal uses CKAN, an open-source system for open data portals
- ThinkData Work's Namara focuses on normalizing datasets to common formats
- Socrata, OpenGov, Stae, Enigma

There is still a usability gap for technology developers



Early open data (c. 2010)

- Focus on data that is easy to make open, rather than use cases
- Non-standard formats
- Non-standard access methods
- Often not up-to-date
- Not real-time

NOW

What software developers expect

- Application Programming Interfaces (APIs)
- Standardized, well-documented data formats
- Real-time, complete

Open Data in Standard Formats and Standard Interfaces

Why

- **Allow for faster innovation.** If software and hardware developers can easily find documentation, example code, they can focus on solving the problems they're interested in.
- **Avoid vendor lock-in.** Standardized interfaces allow one solution to be replaced with a cheaper or better one – like switching web browsers or mail clients.
- **Create an ecosystem.** As APIs and formats are used more broadly, an application developer can build one for many customers – like much of the consumer and business technology industry.

What

- When developing for mobile devices, the web, personal computers and servers, software developers are accustomed to using Application Programming Interfaces (APIs) with example code and good documentation.
- If cities provide the same environment when building applications for cities, the rate of technology innovation will increase substantially.

How

- Support existing standards where they exist
- Develop new formats and APIs with as broad a set of partners as possible.
 - begin by building applications collaboratively
 - where APIs and formats prove valuable, pursue consensus with partners to create new standards

Open Formats

For illustrative purposes



Some of the data standards we are using, or are considering using:

Geography

- **GeoJSON** – simple representation for geographic objects
- **CityGML** for representing high-resolution city data
- **OpenStreetMap**, a representation of roads and other public realm infrastructure

Buildings

- **Industry Foundation Classes**, a standard for Building Information Models, along with Linked Data extensions
- **CityGML** and **CityJSON**, standards for describing building shapes and sizes

Mobility

- **SharedStreets** emerging standards for describing traffic and street segments
- **GTFS**: Transit Schedules
- **GBFS**: real-time bike share availability

Sustainability

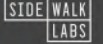
- **Brick** - a standard for describing building infrastructure, including HVAC systems

Public Realm

- **Public Life Data Protocol**, a standard from the Gehl Institute on use of public space

Cost, Access, Governance

For illustrative purposes



Cost

- Free for research and small-scale development use.
- At larger scale, higher-frequency use, or with service level agreements, portals should be able to recover costs.
- A competitive environment should keep costs down.

Governance

- Civic Data Trust should require use of standards.
- International standards organizations, e.g. World Wide Web Consortium, the Institute of Electrical and Electronics Engineers, International Organization for Standardization, Open Geospatial Consortium
- Industry consortia, e.g. Open Cities Network

Access

- Publicly accessible by default
- Option for restricted access, e.g. CDT determines data is sensitive or re-identifiable
- Option for proprietary data, e.g. CDT allows collector to charge for real-time data while publishing delayed or aggregate data.
- Access could be controlled by the CDT using a method similar to [Estonia's X-Road](#)

Digital Map Example

For illustrative purposes



Why

- Detailed, three-dimensional map for residents and visitors to explore and visualize points of interest, routes, sensor locations, events
- Autonomous vehicles
- Robotic delivery
- Heating and cooling optimization based on when sunlight will shine on buildings
- Recording and planning maintenance tasks (e.g. every park bench with a unique identifier)
- Policy / decision making

What

- Contributions to OpenStreetMaps, and open data portals including more detail, higher accuracy locations and elevation
- Geographic data objects, e.g. building geometry, street furniture, created in the process of designing and building Quayside made publicly available
- New APIs to access detailed maps
- Consistent use of standard formats (e.g. IFC, CityGML, SharedStreets)
- No data silos due to incompatible formats or discoverability – but restricted access for sensitive data.

How

- Building on existing data formats and sources
- Making BIM models for buildings, CAD drawings of urban plans and infrastructure, and location of sensors available in open formats
- Maintaining and updating the map automatically
- Providing high reliability, low latency access to the data

1

Use Case Example One:

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accessibility
principles

Accessibility

For illustrative purposes

SIDE WALK
LABS

1. The accessibility community has driven major contributions to **technological innovation**. We want to create structures that legitimize, give credit to, and pay the people doing this important work.
2. In some places, we're considering integrating **digital tools into city life**. That means those tools need to work for everyone.
3. We are starting from scratch, so we can build an **intentionally flexible** city.
4. Designing from **underrepresented and marginalized experiences** makes the final product better for everyone. This is often known as the curb cut effect.
5. **Co-designing** with people with lived experience of disability and marginalization is the best way to create experiences that work for everyone.

DRAFT
for discussion

Page 44 of 30

Whom do we build with?

For illustrative purposes

SIDEWALK
LABS

This is not a comprehensive list; it aims to give a sense of the variety of experiences we're considering — without reducing lived experiences to archetypes. We're focused on co-creating with people, not building for them.

- People who are deaf, hearing impaired, and/or part of the Deaf community
- People with sight impairment, low vision, or blindness
- People with color blindness
- People with cognitive impairment
- People with developmental disabilities
- People using wheelchairs or other mobility aids
- People with walking difficulties
- People with reduced manual dexterity, arm function, or strength
- People with diversities in age (children and older adults)
- People who need to sit down or rest frequently
- People who have survived trauma
- People who experience PTSD
- People who are accompanied by service animals
- People with diversities in stature (includes people who are very tall, short, or obese)
- People who aren't paying attention or are on their phones
- People who are pregnant or nursing
- People who are accompanied by babies and/or young children
- People who are neurodiverse, have ADHD, or are on the autism spectrum
- People experiencing allergies
- People who are exceptionally sensitive to cold or heat
- People who are sensitive to loud or persistent noise
- People who are not experienced with technology
- People who experience chronic and/or acute pain
- People experiencing anxiety, depression, altered perceptions
- Newcomers, non-native English speakers
- Caregivers

DRAFT
for discussion

Digital Accessibility Principles (Draft #1)

For illustrative purposes



1. Provide information in multiple, easily accessible formats and languages.
2. Support multiple input modalities to all digital experiences.
3. Preserve privacy and support fairness in machine learning.
4. Allow an easy way to give feedback on digital tools.
5. Use common standards for messages in audio wayfinding features.
6. Provide a recommended, free option that is also open to third-party alternatives wherever technology is necessary to interact with a key service.
7. Use the best digital accessibility standards available and set new, higher standards wherever possible.

DRAFT
for discussion

A reminder: we are early in the product development cycle

Discovery

Strategy and plan, also known as the “why” and “what”?

Delivery

Working through tradeoffs to deliver the optimal solution, aka “what” and “how”?

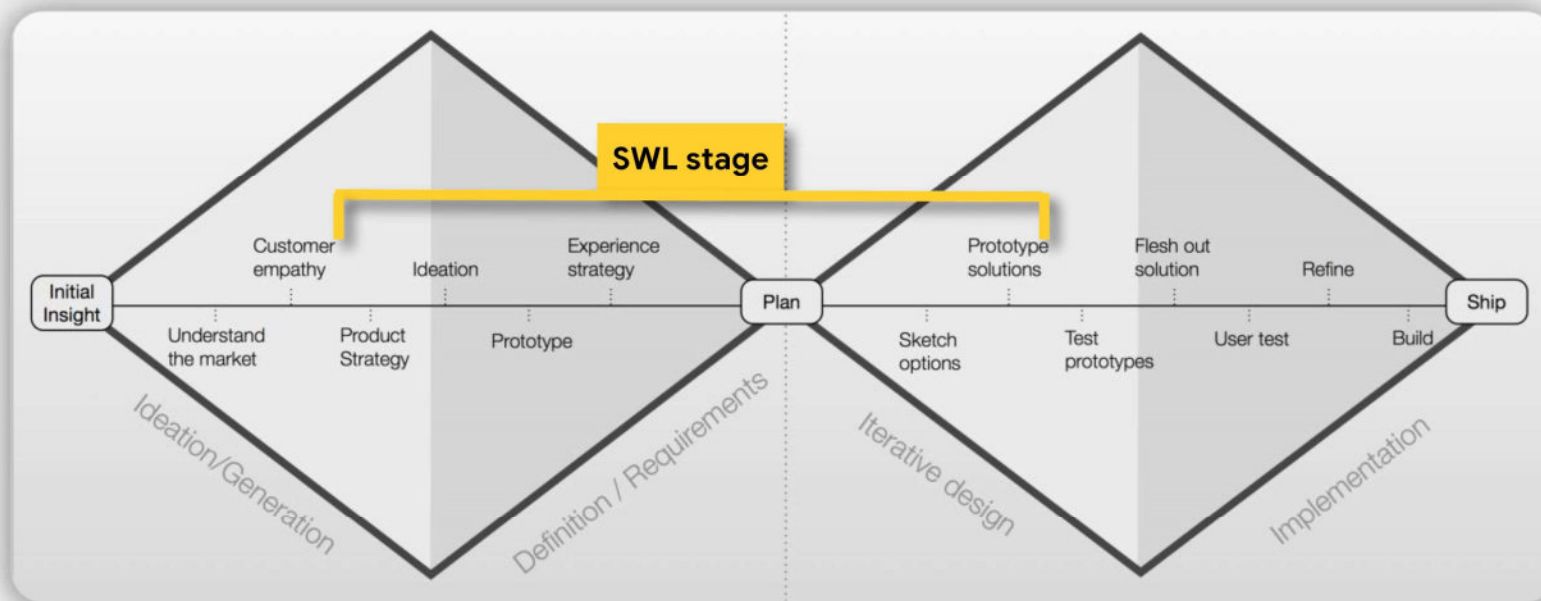


Image credit: Peter Merholz

In summary

Discuss two end-to-end data use case examples

1

Real-time measurement to improve mobility

– Numina pilot at 307 – a computer vision sensor that de-identifies on device

2

Enable a greater mix of uses within buildings

– Ensure that commercial and industrial uses don't create nuisances for residents.

Open Standards

3

Open Data in Standard Formats via Standard Interfaces

– Allow for faster innovation, prevent vendor lock-in, and create a vibrant ecosystem

Accessibility

4

Digital accessibility principles

– Our commitments to digital accessibility in the tools we create

Evaluation Framework Update

DSAP
February 14, 2019

Draft and Confidential

Evaluation Framework as applied to the MIDP Outline

SWL is proposing three volumes for the MIDP, each volume will need specific evaluation teams & techniques



VOLUME ONE

Development Plans at three scales

- Testbed Scale
- Proof-point Scale
- Full Scale

Evaluation required:

Review and evaluate development planning, pillar work/innovations (as they relate to planning) and the overall case for scale as it relates to achieving objectives and financial feasibility

VOLUME TWO

Pillar deep dives and innovation ideas

- Mobility
- Public Realm
- Buildings
- Housing
- Sustainability
- Digital Infrastructure

Evaluation required:

Review the innovations presented by each pillar for adherence to goals and objectives and overall viability

VOLUME THREE

Business Terms, Financial Model, Roles & Responsibilities, Policy Impacts, Implementation

Evaluation required:

Review rooted in financial analysis tied back to pillar work, economic growth, viability, policy achievability and implementation roles and responsibilities

Confidential

2

Process to Develop the Evaluation Framework

WT management and the consultancy have been drafting the MIDP Evaluation Framework

The Framework is consistent with:

- Waterfront Toronto's Mandate
- The original RFP: *Define measurable outcomes for the Project, including the necessary Key Performance Indicators ("KPI's") and measurement techniques to evaluate success. (p. 14)*
- The PDA: WT's defined role of:
 - *Working with Sidewalk Labs to develop the financial model and implementation phasing for the Project that seeks to make the Project financially viable and developing the business case for the MIDP, taking into account land value, Intellectual Property and infrastructure plans and any related standards or requirements (Section 1.03 (a)(vii));*
 - *Collaborating with Sidewalk Labs with respect to the achievement of the vision and goals of the Parties..., including with respect to sustainability, buildings, community and city services, public realm, mobility and digital platform (Section 1.03 (a)(ix));*

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3

Evaluation Framework: 3 Components

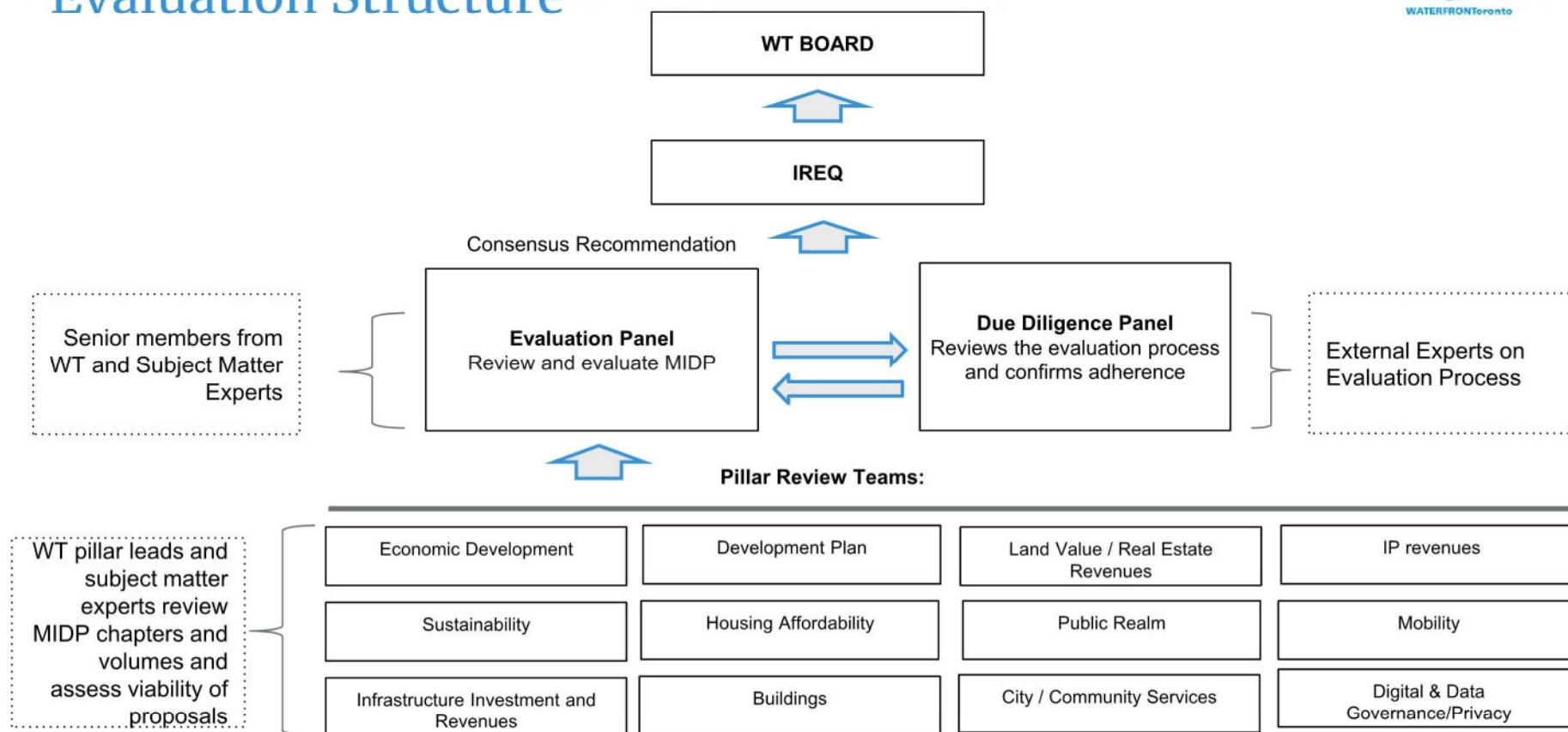
Framework components are applied at the pillar level and overall

FRAMEWORK COMPONENT	DESCRIPTION	MIDP VOLUME(S)	TYPE of MEASUREMENT	
1. Goals and Objectives	Quantitative and Qualitative Must Haves 4 Must Dos 4 Pillar Targets 8	Vol 1 Vol 2 Vol 3	Point scoring system	}
2. Business Terms/ ProForma	Quantitative multi pronged and tied to Goals and Objectives	Vol 3	Development Pro-forma Pass/Fail	
3. Development Plan	Qualitative Rooted in public policy and tied to Goals and Objectives	Vol 1	Planning Justification Report Pass/Fail	
				OVERALL MIDP EVALUATION

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4

Evaluation Structure



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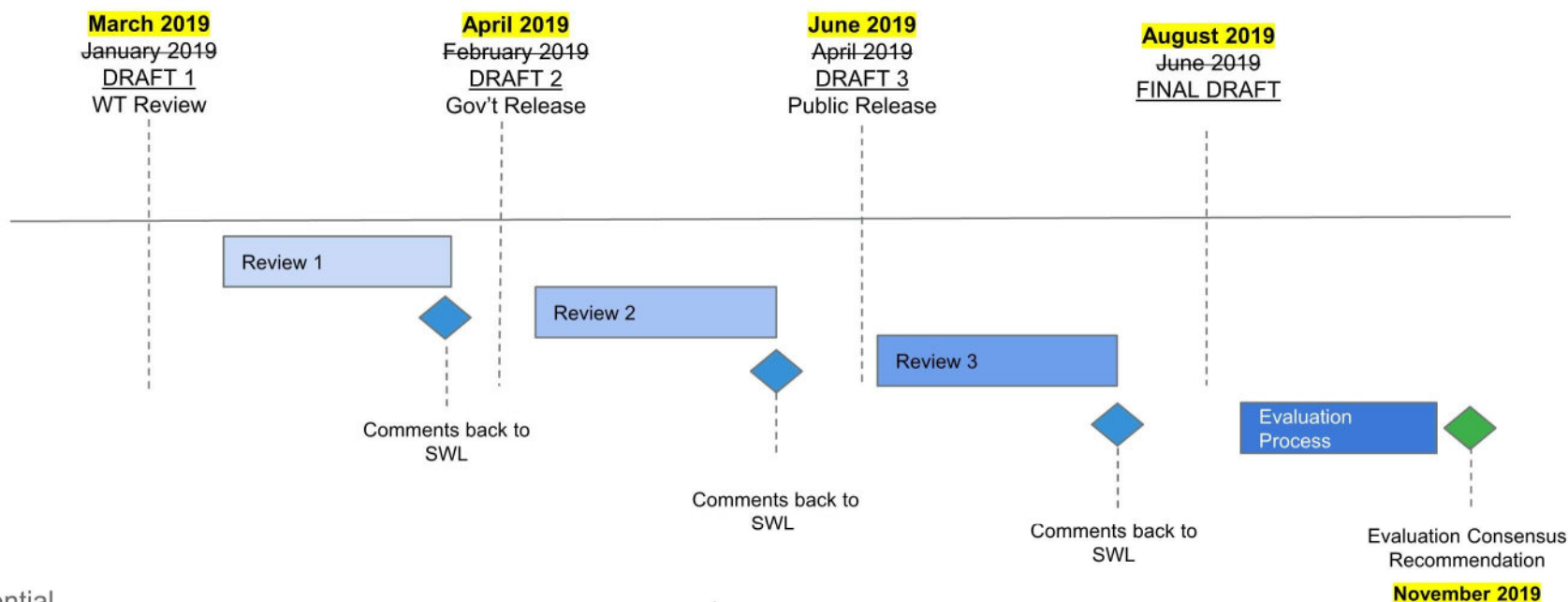
5

Evaluation Framework Update: Revised Timeline



Sidewalk Labs has reported a delay in the delivery of the full Volume 3 until March 3rd 2019.

- Volume 3 includes Business Terms, Financial Model, Roles & Responsibilities, Policy Impacts, and Implementation.
- Volume 3 is essential to perform a fulsome review of the MIDP.
- The timeline below has been updated to show the review and evaluation process once the full MIDP has been received.



Confidential

6

Thank you.

Waterfront Toronto
20 Bay Street, Suite 1310
Toronto, ON M5J 2N8
www.waterfronttoronto.ca

Join Waterfront Toronto on social media



**Pages 420 to 483
are withheld
pursuant to paragraphs
19(1)
of the *Access to Information Act***

**Les pages 420 à 483
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
19(1)
de la loi sur l'accès à l'information**

From: Waterfront Toronto <info@waterfronttoronto.ca>
Sent: February 14, 2019 4:58 PM
To: Tippins, Shawn (INFC)
Subject: January/February 2019 Newsletter

news from our new blue edge



January/February 2019

Quayside Project Update



The key themes from the December 8 public roundtable meeting have been outlined in the Summary Report.

On December 8, 2018, approximately 500 people attended a public roundtable meeting on the Quayside project and over 3,500 people participated online. This full-day meeting allowed participants the opportunity to provide feedback on planning work underway, including a draft site plan and transportation, social infrastructure and housing affordability, digital governance, and sustainability.

During the meeting, participants were asked what parts of the plan they were most excited about, what they thought was missing and what good practices from other parts of the city

should be considered. Some of the top themes that we heard people care about included: building accessible communities, committing to truly affordable housing, designing spaces that can be used year-round and being transparent about what data may be collected and how it may be used. The Roundtable Summary Report captures everything we heard from participants – you can read the feedback in detail [here](#).

You can also download the raw feedback data, survey results, roundtable presentations and watch the recorded presentations [here](#).

Unpacking Important Questions on Digital Issues

Civic Labs

There are many aspects of city-building that are very familiar, whether we're talking affordability, sustainability, transportation, or urban design. A smart city introduces something new — and its digital.

The Quayside project has prompted lots of questions about the digital future of cities. That's one reason why we created the [Civic Labs](#), discussions that bring together some of Canada's leading thinkers to talk about issues and opportunities in digitally-enabled city-building.

We're also creating a series of Info Sheets that help explain essential topics, terminology, policies, and regulations. The series begins with [What's a Smart City?](#), [Information Laws and Regulations](#) and [Data Collection and Use](#).

Check out this [summary blog](#) of the first Civic Lab, which discussed Digital Governance. The summary notes from this first meeting can be read [here](#) and the video can be viewed on our [YouTube](#) channel.

The next Civic Lab is being held on March 4 and will discuss Civic Digital Trusts. A livestream of the meeting will be available on our Facebook and YouTube channels – keep your eye on our social media channels for more details.

Construction Update: Port Lands Flood Protection – Excavation underway on the new river valley



Excavators creating the new river valley near Cherry and Commissioners Streets.

This winter, excavators are at work on the first section of the new river valley. Expect to see front end loaders and rock trucks moving and storing soil as it's excavated. Construction has also started on the newly aligned Cherry Street and foundation for the new Cherry Street North Bridge. Existing Cherry Street and Cherry Street Bridge will remain open. Work continues at Essroc Quay, where a total of 20,000 truckloads of locally-sourced clean fill has been placed to form the northwest corner of the future Villers Island. The crew will continue creating the new shoreline and fish coves this winter. Find the latest construction notice [here](#).

Construction Update: Jack Layton Ferry Terminal Phase 1A



Pictured are the newly planted trees that will form a natural canopy archway enclosing the ferry entrance and park paths once they reach maturity.

Construction on Phase 1A of the Jack Layton Ferry Terminal and Harbour Square Park project is scheduled for completion in April 2019.

Installation of new light fixtures throughout the park and soil cells that support and protect the root growth of future tree plantings along the promenade are complete. The site's grading is now being finalized in preparation for laying the signature granite mosaic path.

Upon completion, there will be a 106 metre promenade leading visitors south from Bay Street to the ferry terminal. This promenade features our signature two-tone granite maple leaf mosaic that will unify the entire water's edge of the waterfront.

The area will see improved views of the water's edge and the newly installed double row of trees along the promenade will also form a natural canopy archway that will enclose the entrance and park paths once the trees reach maturity.

To learn more about the final leg of construction of Phase 1A for the Jack Layton Ferry Terminal and Harbour Square Park please read our latest [construction notice](#).

Construction Update: Aitken Place Park

Aitken Place Park is scheduled to be complete by the Fall of 2019! Construction crews have secured the entire perimeter of the park site including the sidewalk south of the park, which will remain closed until the completion of construction. The sidewalk immediately south of the Aquavista development, just west of the park site, has also been fenced off to provide construction access to the Aquavista site and will reopen once construction of the building is complete.

Over the next month crews will be installing sewers and water services. Soil for the knoll (mound) feature that forms the focal point of the park will also be imported. This work is anticipated to take 4-6 weeks for completion.

To learn more about Aitken Place Park construction please read the [construction notice](#).

Construction Update: Jack Layton Ferry Terminal Phase 1A

Construction work will commence February 2019 on signalization changes at the intersections of Queens Quay at York Street and Queens Quay at Rees Street. This work will remove existing traffic signal poles and will be replaced by new programmable signal heads and signage over traffic lanes. Once work is complete, this new signalization will match the current Lower Simcoe intersection, which was upgraded in 2016.

To learn more about brief construction related disruptions related to these infrastructure updates, please read the [construction notice](#).

Skate with us on the waterfront on February 16

Did you miss us in January? Join us on February 16 at Harbourfront Centre's DJ Skate Night!

We'll be at the Harbourfront Centre (235 Queens Quay West) to provide free skate rentals and to chat with you about the waterfront:

Saturday, February 16, 2019: 8:00 p.m. to 11:00 p.m.

We look forward to seeing you there! Visit the Facebook [event](#) for more details.



Grab your skates and join Waterfront Toronto at the Harbourfront Centre Natrel Rink on February 16!

Toronto's Sugar Shack Festival returns March 9-10

Mark your calendars for the fourth annual [Sugar Shack TO](#), the winter festival that sweetens the waterfront!

For the first time, Sugar Shack TO is taking place at Sherbourne Common Park (61 Dockside Drive, just east of Sugar Beach). Join the fun on the first weekend of March Break, March 9 to 10.

The festival will be serving up maple taffy, and lots of entertainment including an obstacle course, battle of the chainsaws, ice activities, warming station, specialty bar & much more!



Join Waterfront Toronto at Sugar Shack TO on March 9 and 10 at Sherbourne Common.

Waterfront Toronto will be at Sugar Shack TO, please come by and visit to learn more about how we're building a waterfront for everyone.

Join us:

Saturday, March 9: 11:00 a.m. to 5:00 p.m.

Sunday, March 10: 11:00 a.m. to 5:00 p.m.

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Ontario



www.waterfronttoronto.ca

Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>
Sent: February 14, 2019 5:20 PM
To: Faraday-Smith, Nancy (INFC); adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca); David Stonehouse
Cc: Cameron MacKay; Meg Davis; Kristina Verner; Campbell, Glenn (INFC); Tippins, Shawn (INFC)
Subject: RE: URGENT Time-sensitive media request from National Observer (Toronto)

Nancy – Thanks for sharing.

Please find below our statement that will be released to the National Observer shortly.

Ed

Thank you for your inquiry,

Waterfront Toronto has not seen the presentation materials referenced in your request, and cannot comment on internal discussions between Sidewalk Labs and Alphabet.

Waterfront Toronto looks forward to receiving the Maser Innovation Development (MIDP) from Sidewalk Labs which is expected to contain proposals for development plans, details on technology, design, and innovation, as well as a business case.

Waterfront Toronto's primary role in this process was to establish a set of goals and objectives for the project, and to ensure that the MIDP is consistent with the Request for Proposal's call for an innovation and funding partner.

The Quayside project is intended to address some of the most pressing urban challenges facing Toronto around affordable housing, job creation, climate positive, new mobility solutions, and urban innovations. Waterfront Toronto looks forward to evaluating how the MIDP proposes to address these challenges for the people of Toronto.

Once the MIDP is received, Waterfront Toronto will conduct an evaluation process that will involve external expert advisers and consultations with the general public.

Should the MIDP be approved, individual proposals will need to adhere to existing federal and provincial regulations, as well as municipal zoning and planning codes before any implementation can take place.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, February 14, 2019 5:09 PM
To: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>; adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca>
Cc: Cameron MacKay <CMacKay@waterfronttoronto.ca>; Meg Davis <MDavis@waterfronttoronto.ca>; Kristina Verner <KVerner@waterfronttoronto.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: URGENT Time-sensitive media request from National Observer (Toronto)

Ed –

Thanks for sharing. For the information of all here, below is the DRAFT response that our MINO has prepared and is presumably moving through the system:

We are proud to be partnering with the City of Toronto and province of Ontario to invest more than \$1 billion in the flood mitigation and reclamation of the Toronto Waterfront. This investment is allowing for the redevelopment of this vital part of the city, and for Waterfront Toronto to partner with companies like Google to build the communities of tomorrow.

It is important to note that Waterfront Toronto manages this project on behalf of all three orders of government. They are the organization that independently ran the RFP process for the Quayside development and which interacts regularly with Sidewalk Labs in this capacity.

Sidewalk Labs and Waterfront Toronto are in the process of developing the Master Innovation and Development Plan (MIDP) for the project. We have not seen the detail outlined in your email and therefore we are not in a position to comment on its accuracy. We have not held regular meetings, weekly or otherwise. For a full record of meetings, please see the [federal lobbyist registry](#).

For all further questions on public consultation, the content of the forthcoming MIDP, permitting, or anything else, I encourage you to speak with Waterfront Toronto as they best positioned to provide detailed responses.

From: Edward Chalupka [[mailto:\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)]

Sent: February 14, 2019 2:06 PM

To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; mnnoble@toronto.ca <Michael.Noble@toronto.ca>; Jayne Naiman <Jayne.Naiman@toronto.ca>

Cc: Cameron MacKay <CMacKay@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Andrew Tumilty <ATumilty@waterfrontoronto.ca>; Carol Webb <CWebb@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>

Subject: URGENT Time-sensitive media request from National Observer (Toronto)

Hello All –

We have just been made aware that the Toronto Star and the National Observer are working on the same story with respect to a leaked SWL presentation given to the Alphabet Board from November of 2018. The Star is likely running their story tomorrow after 10am, while the National Observer will be posting the story online at 7pm tonight. The National Observer has reached out to Waterfront Toronto and Sidewalk Labs directly for comment, while the Star *has only reached out to Sidewalk Labs so far*.

Below are the key points to the story as we understand it now:

- Both outlets obtained internal documents from a presentation Sidewalk Labs gave to Alphabet in November of 2018
- The presentation indicates that the scope that Sidewalk Labs has in mind for the Quayside development extends beyond the Quayside area and covers a much larger part of the Designated Waterfront Area.
- The presentation highlights the various revenue streams which Sidewalk Labs anticipates coming from this project which include land value tax revenue
- Implementation of the proposal will require significant rezoning
- Sidewalk Labs commissioned public polling on the project

- There is internal conflict between Sidewalk Labs and Alphabet on this project, as well as a conflicted relationship between Waterfront Toronto and Sidewalk Labs

We understand that Sidewalk Labs plans to address a response to each of the two outlets. Waterfront Toronto will respond to the National Observer with a statement. *The statement is currently being developed and we will share it once it is ready.*

Our statement will focus on the fact that we have not seen or are aware of any internal presentations between Sidewalk Labs and Alphabet. The statement will go on to focus on the process already in place to evaluate the coming proposal, emphasizing the feedback we receive from our government partners and the general public.

The statement will also highlight the fact that any proposals which may be approved will need to conform to existing federal and provincial regulations, and any exemptions to provincial and federal regulations in addition to any municipal zoning or planning approvals would need to be approved by the appropriate order of government.

We will share the statement when it is ready but wanted to flag this for you as soon as possible.

Please also note that your respective comms team members have also been sent a similar email under sperate cover.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 15, 2019 10:24 AM
To: 'Edward Chalupka'; David Stonehouse; Wendy Ren (wendy.ren@ontario.ca)
Cc: Kristina Verner; Tippins, Shawn (INFC)
Subject: RE: Tri-Gov't Call Today

Agreed. I'm tied up between 11-12 and again from 1-3:15.

From: Edward Chalupka [mailto:[REDACTED]@waterfronttoronto.ca]
Sent: February 15, 2019 10:22 AM
To: David Stonehouse <David.Stonehouse@toronto.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>
Cc: Kristina Verner <KVerner@waterfronttoronto.ca>
Subject: Tri-Gov't Call Today
Importance: High

Further to my emails from yesterday regarding the leaked Quayside proposal by SWL I wanted to quickly canvas the group to gauge whether there is an appetite for a quick tri gov't call today – we believe a quick huddle would be beneficial.

Let me know.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Sent: February 15, 2019 10:34 AM
To: Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC)
Subject: HR Contact

Hi to the both of you.

Another exciting day on the waterfront!

I was hoping you could pass along a name/contact at INFC in your HR/Corporate services department that we could speak with. Our HR team is currently revamping some of our HR policies and are looking to our comparator organizations for samples of their policies to ensure we are in line.

Thanks in advance.

Ed

Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>
Sent: February 15, 2019 1:22 PM
To: Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC); Hobbs, Joshua (INFC); adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca); Cameron MacKay; MacGillivray, Lauren (MOI); David Stonehouse; Deborah Blackstone
Cc: Andrew Tumilty; Cameron MacKay
Subject: FW: National Observer story

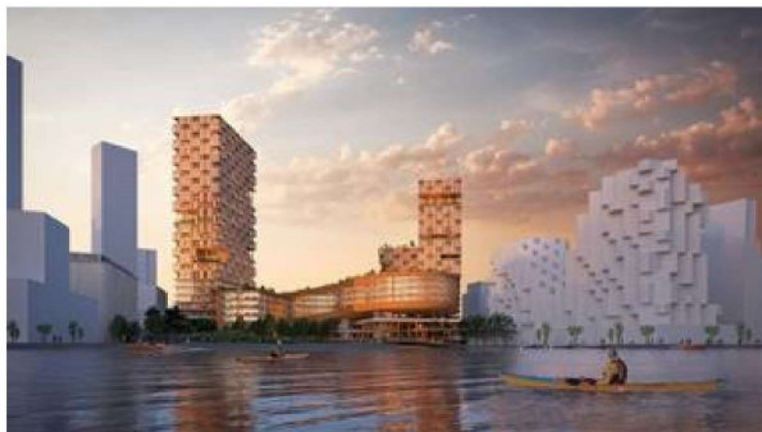
FYI – the National Observer Story I referenced yesterday was published within the last hour or so in the event you have not already seen it.

Ed

<https://www.nationalobserver.com/news>

Alphabet's Sidewalk Labs was secretly considering big plans for Toronto neighbourhood

By [Fatima Syed](#) in [News](#), [Politics](#) | February 15th 2019



An artist's rendering of Google's Sidewalk Labs Toronto project. Provided by Sidewalk Labs

A sister company of Google has been secretly considering some ambitious plans for a Toronto neighbourhood on the city's entire eastern waterfront, as the technology giant sets its sights on tax revenues and development fees that would otherwise go into public funds, according to a leaked presentation.

The internal document obtained by *National Observer* provides stunning insight into the company's "asset manager-like approach" for a proposed smart city neighbourhood — the first of its kind in Canada and considered a blueprint for future urban development worldwide. The company, Sidewalk Labs, is a subsidiary of Google's parent company Alphabet Inc.

The internal 20-slide presentation — entitled “A Plan at Two Scales” and marked “proprietary and confidential” — raises new questions about the transparency of the company’s planning process and the scope of development it is undertaking over public land and public funds.

The slides, which were presented to around 100 Alphabet employees in November 2018, illustrate Sidewalk Labs’ intentions to develop over 100 acres of Toronto’s Eastern Waterfront — the initial Quayside development as well as the neighbouring Villiers Island (where Google plans to build its new Canadian headquarters) and the Keating Channel District.

The slides reveal a financial plan for the first time, showing a project that would give the Alphabet subsidiary significant power to collect funds that should be assisting Toronto’s public policy, local infrastructure and urban planning. According to the presentation, Sidewalk Labs intends to generate revenue off of an additional 350 acres of waterfront property known as the Port Lands through the anticipated increase in land value and tax revenue once developers build there, and through the company’s efforts to finance transportation and both vertical and horizontal development, according to the slides.



A map showing the scope of Sidewalk Labs' development on Toronto's eastern waterfront. Graphic by Sidewalk Labs

In a statement, the company confirmed that the internal plans were authentic, but out of date. It provided *National Observer* with an update of what it has in store for the neighbourhood. This includes:

- The construction of a tall-timber factory in Ontario to supply the new neighbourhood and others, creating an estimated 4,000 jobs in manufacturing, sawmill, transportation and logging.
- A proposal to help finance a light rail project on the waterfront, which the company says would bring this transportation option to life years ahead of schedule.
- The construction of 2,500 housing units, with 40 per cent being offered at prices below market, and half of which would be rental apartments in order to promote more affordable housing.

“We intend to undertake this development in tandem with local development partners, while recognizing that we will likely have to bear the primary risk for much of the innovation embedded into the plans,” Sidewalk Labs told *National Observer* in a statement, adding that it recognizes its “role as leaders in making that interaction happen – which is why we use the word ‘catalyst’ a lot. Catalysts drive change.”

'No way on God's green Earth'

But the internal plans, also [reported](#) on by *the Toronto Star*, have prompted a harsh reaction from Ontario Premier Doug Ford's government, elected in June last year. The provincial government has said that it is

continuing to work on the project, in partnership with its federal and municipal partners and that it expects the company to respect the private data of citizens and taxpayer dollars.

But after being asked by *National Observer* to comment on details from the leaked presentation, one senior government official suggested that the company's plans would be dead on arrival.

"There is no way on God's green Earth that Premier Doug Ford would ever sign-off on handing away nearly 500 acres of prime waterfront property to a foreign multinational company that has been unable to reassure citizens their privacy and data will be protected," said the official, who asked not to be named.



Premier Doug Ford greets supporters after his swearing-in ceremony at Queen's Park on June 29, 2018. Photo by Alex Tétreault

The company and government partners, including Prime Minister Justin Trudeau, had together unveiled the project proposal with great fanfare in October 2017, touting it as a solution to problems such as urban sprawl and climate change. Its initial master plan offered a small data-driven, mixed-use urban neighbourhood, complete with automatic vehicle systems, climate control and robots. The proposed neighbourhood would be Sidewalk Labs' first city-building project.

But the proposal has been clouded in controversy for months over the company's plans to unduly collect "urban data" from areas in and around a 12-acre parcel of land known as the Quayside, on the shore of Lake Ontario.

Since then, the digital company has seen a number of notable experts disassociate from the project over privacy and transparency concerns, and Ontario's auditor general has slammed the project for being "rushed", saying that Waterfront Toronto — the agency created by all three levels of government to oversee the redevelopment of Toronto's shoreline — did not adequately report back to the city, provincial, and federal governments.

According to the presentation, the company will be "entitled to" the proceeds from the "vertical development," and "a share in the uptick in land value on the entire geography for which Sidewalk is named 'innovation manager'," the presentation says.

Although Sidewalk Labs will not build in the Port Lands, it will actively encourage this development by financing light-rail transit through the area, as well as the creation of "horizontal infrastructure" such as a thermal grid and waste removal system, and in turn collect a share of developer charges and tax revenue.

An additional \$10 million in seed funding has been designated for an urban innovation institute, as has space for a factory for “modular tall timber buildings.” A new affordable housing trust has also been proposed as “a potential financing mechanism to leverage fund.”

It will “incorporate a capital light, asset manager-like approach to be good stewards of Alphabet’s capital,” according to the presentation, which will spread across approximately 500 acres of waterfront property set to house 90,000 residents.

These future revenues, based on the anticipated increase in land value once homes and offices are built on the derelict Port Lands, could be worth \$6 billion over the next 30 years, the *Toronto Star* [reported](#). It was not clear what share of total revenue Sidewalk was hoping or would be able to collect.

The expanded development and financial scope seen in the internal slides were not included in Sidewalk Labs’ initial public proposal.

But the presentation provides more perspective on the business opportunities and potential profits that would follow by creating “Alphabet’s capital.”

To achieve this, Sidewalk Labs self-designates itself as “Innovation Manager” in the presentation, allowing it to “set design and innovation guidelines for vertical and horizontal development, including a radical rezoning of the entirety of the area needed to achieve our economics (100% increase in density compared to City’s current plan).”

While noting that density “often means bad quality of life (dark streets, congestion, claustrophobic spaces, etc),” the presentation pitches a plan for a “radical mixed-use, human scale, generative design” that will create “more density, same great quality of life.”

Did Sidewalk Labs have 'weekly briefings' with all three levels of government?

All of Sidewalk’s partners — Waterfront Toronto and the three levels of government — appeared to be caught off guard when asked about details of the company’s plans as they were described in the internal presentation. Asked to respond, each said they weren’t aware of the expanded scope and financial model seen in the presentation and were awaiting an updated draft of the project, originally due last fall, but now set to be unveiled in the spring of 2019.

In its statement to *National Observer*, Sidewalk said it was “hard at work completing” the full draft proposal and that “ultimately, it will be up to residents, Waterfront Toronto and all three levels of government to decide if it should go forward.”

The legwork to develop the details to sway public opinion positively can be seen in the presentation, which touts the company’s “substantive progress” and that it now knows “enough to begin to frame a potential deal in Toronto.” The company said in its presentation that this progress was aided in large part by the creation of a development program, a financial model and “mapping each element to an informed understanding of the political landscape.”

“We now understand the order of magnitude capital required and what funding sources would be available given the program we are trying to implement,” the presentation says.

To illustrate this, the company details three slides of “key performance indicators,” nearly all of which have been met. These include the creation of an advisory council with over 80 senior representatives from across multiple sectors, and the initiation of conversations on the method the company will use to value the land — this, according to the presentation “is a critical component of the overall deal and will not be pre-negotiated.”

Many of the key performance indicators focus on the engagement the company has had with all three levels of government, Alphabet and Google. Broad conversations with Google and Alphabet are ongoing, according to the presentation, to figure out the location and scale of Google Canada’s headquarters, and the designs for much of the planned automated infrastructure has been shared with Alphabet’s CEO Larry Page “for feedback.”



An artist's rendering shows plans for Google Canada headquarters. Provided by Sidewalk Labs

The presentation boasts “weekly briefings” with officials “from the three levels of government covering substantive pillar content” — a fact that all three levels of government were unable to confirm in communication with *National Observer*.

Don Peat, a spokesman for Toronto Mayor John Tory, said they “expect that Sidewalk's proposal will be made public soon so that it can be subject to public consultation and discussion, and consideration by Waterfront Toronto and City Council.”

In the presentation, the company advises its employees that advancing all of its formal agreements “will require more involvement from the City moving forward”.

Peat told *National Observer* in an email that it is the responsibility of all governments “to make sure the Quayside project is done in a healthy, transparent manner.”

Andrew Tumilty, a spokesman for Waterfront Toronto, said the organization had not seen the details highlighted in the presentation, and was looking forward to receiving a master plan from Sidewalk Labs “which is expected to contain proposals for development plans, details on technology, design, and innovation, as well as a business case.”

But according to the presentation, the managements of Sidewalk Labs and Waterfront Toronto “are broadly aligned on land valuation methodology for Quayside, governance and procurement standard.”

Pierre-Yves Bourque, a spokesman for federal Infrastructure Minister François-Philippe Champagne, referred most inquiries to Waterfront Toronto, as it “manages this project on behalf of all three orders of government.” Bourque did say that officials at Infrastructure Canada “have not seen the detail outlined in your email and

therefore we are not in a position to comment on its accuracy. We have not held regular meetings, weekly or otherwise.”

If this presentation is a reflection of the final development plan everyone is expecting from Sidewalk Labs in the next few months, Tumilty says they will ensure that it is evaluated on how it addresses the challenges of affordable housing, job creation, climate positive solutions, and new mobility and urban innovations.

“Waterfront Toronto will conduct an evaluation process that will involve external expert advisers and consultations with the general public,” Tumilty said. “Should the (plan) be approved, individual proposals will need to adhere to existing federal and provincial regulations, as well as municipal zoning and planning codes before any implementation can take place.”

'An affirmative narrative is needed'

The presentation was shown to employees after several months of “internal chaos” that stemmed from an executive being unable to answer questions from local residents about the development’s finances and urban impact, according to two sources who declined to be identified discussing internal deliberations.

A spokesperson for the company, Keerthana Rang, disputed this version of events.

"Sidewalk Labs did make a presentation to our employees that was very well-received and generated widespread support and enthusiasm," Rang told *National Observer* in an email. "Big, complicated projects take work and healthy debate is a natural part of that process."

Waterfront Toronto was formed in 2002 and given the mandate (by provincial legislation) to redevelop some 2,500 acres of industrial land along Lake Ontario into mixed-use communities and public spaces.

The government agency is run by a 12-member board of directors, including a chair, to provide oversight, choose partners and approve projects and financial expenditures. Each level of government appoints four representatives and together they agree on a chair. If they don’t, the board chooses one.

By May 2018, the agency had received approximately \$2.4 billion combined from the three levels of government for the redevelopment, including a seven-year flood protection project that will see the Port Lands excavated and raised for long-term climate protection.

In October 2017, Sidewalk Labs won a competition to develop the Quayside area as a “smart city.” After much public consultation, in August 2018, an agreement was reached: a master plan would be provided and approved by Waterfront Toronto and all three levels of government in spring 2019.

In the meantime, Sidewalk Labs had set up shop in Toronto, even before an agreement was made. It opened an office that sought public engagement with the plan and related ideas. The company hired part-time facilitators to respond to the public's questions beginning in summer 2018, but few answers were provided to pass to the public, sources said.

“I think everyone was generally a bit confused. I don't think they really knew what their plan was,” one of the sources said in an interview. People were asking Sidewalk Labs’ Toronto employees how the development was being funded and what the business model looked like, but the American executive was unable to provide details, not even a map of the entire project for public consumption.

“We didn’t really know how the company works,” the source said. Employees were instructed to answer seemingly difficult questions by saying “it’s way above my pay grade.”

“There was a lot of tension,” the source said. The company would talk about winning people over with their employees, and finding ways to help Toronto residents understand the good they were trying to do, but things happened faster than details were finalized.

The presentation illustrates the company’s concerns with public opinion, showing the results of two polls the company carried out. A slide entitled “shaping public opinion” notes that “despite a steady beat of negative press, our key government, community, and waterfront advocates remain cautiously supportive — and public-opinion polling is mostly unchanged from six months ago.”

Sidewalk Labs put forward two questions to an unstated sample size to gauge public support. The first asked: “As you may have heard Waterfront Toronto, a government agency, has agreed to partner with Sidewalk Labs, an urban innovation company, to create a new district on the Eastern Waterfront. Do you support or oppose this project?”

In April 2018, 52 per cent of those sampled said they supported the project; 33 per cent responded “don’t know;” and, 15 per cent were opposed.

Six months later the numbers had barely moved: 53 per cent supported; 33 per cent said “don’t know;” and 14 per cent opposed.

The second question came in two parts:

“This project would create a new mixed-use neighbourhood and a new HQ for Google Canada on Toronto’s Easter Waterfront. The project will combine forward-thinking urban design and new technology that will create a people-centred neighbourhood that would...

A) Improve quality of life and develop innovations to address the challenges facing Toronto.

(68 per cent supported this idea; 11 per cent said “don’t know;” and 21 per cent opposed)

B) Create thousands of new jobs and billions in new economic investment in the city.

(74 per cent supported this; 11 per cent said “don’t know;” 15 per cent opposed)

When asked, the company did not provide details of the sample size, methodology and location of the people polled. A spokesperson for Sidewalk Labs told *National Observer* that the presentation “was very well-received and generated widespread support and enthusiasm.”

“Big, complicated projects take work and healthy debate is a natural part of that process,” the spokesperson said.

In the presentation, Sidewalk Labs notes that “an affirmative narrative is needed—especially around investments in economic development.”

“The majority of the negative press coverage is rooted in an anti-global tech giant narrative being spun by former RIM co-founder Jim Balsillie and disseminated through the Canadian Council of Innovators,” the

presentation states. “These efforts have also encouraged a nascent group of privacy and data governance advocates to join in the opposition narrative.”

“While these attacks have had limited impact on public opinion—according to quantitative polling data—they have changed the conversation among insiders, and could later have a cumulative effect on public views.”

“This underscore (sic) the need for us to provide more positive and concrete examples about the project’s benefits for Torontonians’ quality of life and economic opportunities so that the negative narratives do not go unanswered.”

Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>
Sent: February 15, 2019 3:14 PM
To: Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca); Whitehead, Cam (MOI); David Stonehouse; Jayne Naiman
Cc: Kristina Verner; Cameron MacKay; Andrew Tumilty
Subject: Statement
Attachments: February 15 - Waterfront Toronto Statement (1).pdf

Please find attached WT's statement with respect to recent media reports around the leaked SWL presentation given to the Alphabet Board in November of 2018.

This is being issued concurrently to media.

This is also being shared with your respective comms departments under sperate cover.

Ed

edward.chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONT TORONTO STATEMENT ON RECENT MEDIA REPORTS REGARDING THE THE QUAYSIDE PROJECT

February 15, 2019

FOR IMMEDIATE RELEASE

Toronto, ON

In 2017, following a competitive RFP process, Sidewalk Labs was selected by Waterfront Toronto to develop a plan for Quayside as a testbed for the broader revitalization of Toronto's waterfront.

Our goal for the project was to improve urban living and explore solutions for growing urban challenges such as housing affordability, environmental sustainability, economic development and prosperity, and integrated transit solutions.

While preliminary plan concepts from Sidewalk Labs have been shared with us, we have not received a full proposal that includes an underlying business plan. However, we expect to receive a full proposal, called the Master Innovation and Development Plan (MIDP), in the coming weeks.

Waterfront Toronto has developed rigorous internal process to evaluate the MIDP to ensure that it meets important objectives including job creation, climate positive, affordable housing and urban innovation. This evaluation will use subject matter experts and a due diligence panel that will evaluate if proposals in the MIDP represent sound solutions for the urban challenges and represent good value for the people of Toronto.

Beyond the evaluation, Waterfront Toronto will seek public input on the MIDP through consultations. In addition, the MIDP proposals will be subject to federal and provincial regulations and municipal planning permissions.

If the MIDP from Sidewalk Labs does not deliver on the priorities that we have set out for Quayside, in a manner that is in the public interest, then the proposed plan will not be implemented.

For 20 years we have worked closely with the public and our government partners and set a high standard for waterfront revitalization and city-building. Waterfront Toronto must maintain the public's confidence to meet the highest standards of transparency, openness, and fairness in our work to further revitalize Toronto's waterfront. We will continue to work diligently to achieve this standard for Quayside.

— 30 —

For media inquiries:

Andrew Tumilty

Waterfront Toronto

atumilty@waterfronttoronto.ca

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 19, 2019 8:56 AM
To: Kristina Verner
Subject: Re: Deep dive - Feb 22nd

Glenn, myself and Shawn

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Kristina Verner
Sent: Tuesday, February 19, 2019 8:08 AM
To: Faraday-Smith, Nancy (INFC)
Subject: RE: Deep dive - Feb 22nd

Quick question – Who from your shop will be able to attend “in person”?

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, February 18, 2019 11:05 AM
To: Kristina Verner <KVerner@waterfrontoronto.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Cc: Meg Davis <MDavis@waterfrontoronto.ca>
Subject: Deep dive - Feb 22nd
Importance: High

Hi there,

[REDACTED] I wanted to convey Glenn’s interest in attending the MIDP deep dive on Friday (in person). Given last week’s developments, our view is that the meeting should indeed focus on the business case (with a brief update on digital as appropriate). I believe this is consistent with what was suggested as a possibility when we spoke on Friday. [REDACTED]

Grateful if you could confirm soonest if we can proceed based on this approach.

Thanks!
 Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
 Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
 Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Sent: February 19, 2019 2:20 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Cc: Kristina Verner
Subject: RE: Question from the DM

Draft opening remarks and Qs & As will be shared shortly. The opening remarks are fairly honed – Q's and A's need work still but will share the latest version nonetheless.

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Tuesday, February 19, 2019 1:02 PM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Subject: RE: Question from the DM

[REDACTED]

From: Tippins, Shawn (INFC)
Sent: February 19, 2019 1:01 PM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Cc: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: Question from the DM
Importance: High

Ed - One more thing: Will WT have materials to share with us for the ETHI appearance? Thanks, ST.

From: Edward Chalupka [[mailto:\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)]
Sent: February 19, 2019 11:35 AM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: Question from the DM

I am in a meeting until noon with city dcm what can u put in email ?

Get [Outlook for Android](#)

From: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Sent: Tuesday, February 19, 2019 11:13:12 AM
To: Edward Chalupka
Cc: Faraday-Smith, Nancy (INFC)
Subject: Question from the DM

Ed – just left you a voicemail. Do have time for a quick chat this morning? We need to follow-up with a you on a quick question for the DM.

Gimme a call at [REDACTED]

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 21, 2019 10:23 AM
To: 'Kristina Verner'
Subject: RE: Good luck today

You bet

From: Kristina Verner [mailto:KVerner@waterfrontoronto.ca]
Sent: February 21, 2019 10:17 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: Good luck today

Thanks Nancy!!! See you tomorrow?

kristina verner | vice president, innovation, sustainability and prosperity | Waterfront Toronto | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED] | kverner@waterfrontoronto.ca | www.waterfrontoronto.ca

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, February 21, 2019 9:57:17 AM
To: Kristina Verner
Subject: Good luck today

To both you and Meg. It'll go fine. Shawn and Glenn will both try to go. I've got too much on my other files so will likely be in the office trying to catch it on ParlVu.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 21, 2019 12:36 PM
To: 'Edward Chalupka'
Cc: Tippins, Shawn (INFC)
Subject: RE: Globe and Mail comment request

Thanks for the heads up. We just received the same request and are working on a high level response.

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: February 21, 2019 12:34 PM
To: Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>
Cc: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: FW: Globe and Mail comment request

Josh et al.

Please see the email thread below. Wanted to give you a heads up that the Globe is doing a story on Steve Diamond (city appointee) is in talks with all orders of government to become the tri-government chair of WT.

Ed

From: Edward Chalupka <██████████@waterfrontoronto.ca>
Sent: Thursday, February 21, 2019 12:05 PM
To: Andrew Tumilty <ATumilty@waterfrontoronto.ca>; Cameron MacKay <CMacKay@waterfrontoronto.ca>; Carol Webb <CWebb@waterfrontoronto.ca>; Ian Beverley <IBeverley@waterfrontoronto.ca>
Cc: Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>
Subject: RE: Globe and Mail comment request

Bob Fung was the original and only tri-government appointed chair of Waterfront Toronto. Believe his term was not renewed in 2006 but defer to Ian for confirmation.

Ed

From: Andrew Tumilty
Sent: Thursday, February 21, 2019 12:00 PM
To: Cameron MacKay <CMacKay@waterfrontoronto.ca>; Carol Webb <CWebb@waterfrontoronto.ca>; Ian Beverley <██████████@waterfrontoronto.ca>
Cc: Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Edward Chalupka <██████████@waterfrontoronto.ca>
Subject: FW: Globe and Mail comment request

Are we able to comment at all? Do we want to?

From: [REDACTED]@globeandmail.com>
Sent: Thursday, February 21, 2019 11:52 AM
To: Andrew Tumilty <ATumilty@waterfronttoronto.ca>
Subject: RE: Globe and Mail comment request

Thanks, Andrew. We have an additional fact-checking inquiry: Is this the first time all three levels of government have chosen to appoint a chair as the 13th member?

Let me know what might be possible. Thanks.

From: Andrew Tumilty <ATumilty@waterfronttoronto.ca>
Sent: Thursday, February 21, 2019 11:41 AM
To: [REDACTED]@globeandmail.com>
Subject: RE: Globe and Mail comment request

Good morning [REDACTED]

Thank you for your inquiry, please see Waterfront Toronto's response below.

Thank you,
 Andrew Tumilty

Waterfront Toronto's efforts for the public good are built on the support of our government partners and the direction of our Board of Directors.

Each level of government appoints four members to the Board, and in the case of agreement among all three levels, may appoint a Chair as a 13th member to the Board. If there is not consensus among governments on a jointly appointed chair, the Board then elects a Chair from its 12 members.

This is all detailed in Section 5 of the [Toronto Waterfront Revitalization Corporation Act, 2002](#):

Board of directors

5 (1) The board of directors of the Corporation is composed of the following members:

- 1. A maximum of four members appointed by the federal government.*
- 2. A maximum of four members appointed by the Lieutenant Governor in Council.*
- 3. A maximum of four members appointed by city council.*
- 4. A maximum of one member appointed jointly by the Lieutenant Governor in Council, the federal government and city council. 2002, c. 28, s. 5 (1).*

Board appointments are the purview of each level of government and the "term of office of a board member is determined by the person or persons who appoint the member and may not exceed three years" directors are eligible to be reappointed.

From: [REDACTED]@globeandmail.com>
Sent: Thursday, February 21, 2019 9:27 AM
To: Andrew Tumilty <ATumilty@waterfrontoronto.ca>
Subject: Globe and Mail comment request

Hey Andrew - I hope you're well. I know you're probably slammed with the ETHI meeting stuff this afternoon, but we just got confirmation for a story we plan to publish by noon and wanted to reach out for comment.

We've just confirmed that Stephen Diamond is in talks with all three levels of government to be named the next chair of Waterfront Toronto, possibly as early as next week.

I was wondering if WT would like to provide comment on his very likely appointment by mid-day? Perhaps about his track record with the board or what you think he would bring to the organization's leadership?

Also, if Ian Beverley is around this morning to chat on background to make sure I am describing the legislation right (each government gets four seats, but all three can come together to nominate a chair) I'd appreciate his context.

Let me know what might be possible. I'm working from home but heading into the office momentarily so feel free to call my cell to chat. At my desk by 10:30.

Cheers,

[REDACTED]

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 22, 2019 8:37 AM
To: 'Edward Chalupka'
Subject: RE: MIDP deep dive

thx

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: February 22, 2019 8:14 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: MIDP deep dive

11 am.

Get [Outlook for Android](#)

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Friday, February 22, 2019 7:53:10 AM
To: Edward Chalupka
Subject: MIDP deep dive

Good morning. Just wondering if you could confirm what time we're getting underway this a.m. Thanks.

Sent from my BlackBerry 10 smartphone on the Rogers network.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 25, 2019 10:10 AM
To: 'Kristina Verner'; Edward Chalupka
Cc: Tippins, Shawn (INFC)
Subject: RE: items for today's weekly call?

Thanks both.

From: Kristina Verner [mailto:KVerner@waterfrontoronto.ca]
Sent: February 25, 2019 10:05 AM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Re: items for today's weekly call?

No - that was what I had as well.

kristina verner | vice president, innovation, sustainability & prosperity | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 [REDACTED] | kverner@waterfrontoronto.ca | www.waterfrontoronto.ca



From: Edward Chalupka
Sent: February 25, 2019 10:00:34 AM
To: Faraday-Smith, Nancy (INFC)
Cc: Tippins, Shawn (INFC); Kristina Verner
Subject: RE: items for today's weekly call?

I think a general debrief on the standing committee and Friday's meeting is appropriate.

Perhaps an update on the upcoming civic labs?

Kristina – anything to add?

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, February 25, 2019 9:58 AM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>
Subject: items for today's weekly call?

Hi Ed,

Just wondering if there were specific items you'd like to discuss on today's call at 1pm. Anything in particular as a follow up to Friday's briefing? I need to get an agenda of sorts to Glenn this a.m. On our side, I'm still pondering....

Thanks
Nancy

Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Sent: February 25, 2019 11:04 AM
To: Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Cc: Meg Davis; Kristina Verner
Subject: FW: Letter to the ETHI Committee
Attachments: [REDACTED] Letter to The Standing Committee on Access to Information.pdf

Please see the attached letter [REDACTED]

We can discuss further on our call at 1 today.

Ed

From: Meg Davis
Sent: Monday, February 25, 2019 10:31 AM
To: Cameron MacKay <CMacKay@waterfrontoronto.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Andrew Tumilty <ATumilty@waterfrontoronto.ca>; Carol Webb <CWebb@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>
Subject: Fw: Letter to the ETHI Committee

Sent from my BlackBerry — the most secure mobile device — via the Rogers Network

From: [REDACTED]
Sent: February 25, 2019 10:29 AM
To: [REDACTED]@waterfrontoronto.ca
Cc: MDavis@waterfrontoronto.ca; KVerner@waterfrontoronto.ca
Subject: FW: Letter to the ETHI Committee

Michael,

Please find attached my letter [REDACTED]

Thank you,

[REDACTED]

**Pages 516 to 519
are withheld
pursuant to paragraphs
19(1)
of the *Access to Information Act***

**Les pages 516 à 519
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
19(1)
de la loi sur l'accès à l'information**

Cariaga, Flordeliza (INFC)

From: Hobbs, Joshua (INFC)
Sent: February 25, 2019 1:56 PM
To: Nassif, Marie-Pier (INFC); Coffin, Erin (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Cc: Marchildon, Caroline (INFC); Tam2, Pauline (INFC); MacFarlane, Shainah (INFC)
Subject: For info: WT Chair

Hi all,

I just wanted to ensure you are aware of tomorrow's announcement coming from WT. I will share any of WT's materials with you as they become available.

Thanks,
Josh

From: Andrew Tumilty [mailto:ATumilty@waterfronttoronto.ca]
Sent: February 25, 2019 12:42 PM
To: Hobbs, Joshua (INFC) ; Don Peat ; Deborah Blackstone ; Sousa-Dias, Sofia (MOI) ; MacGillivray, Lauren (MOI)
Subject: Statement on Steve Diamomd

Good afternoon,

We are preparing messaging for the announcement tomorrow of Steve Diamond as the Chair of Waterfront Toronto's Board, as approved by all three levels of government.

We would like to ensure our remarks are consistent with our government partners, so if you have any draft messages you can share that would be greatly appreciated.

Thank you,
Andrew

Sent from my BlackBerry — the most secure mobile device — via the Rogers Network

Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>
Sent: February 25, 2019 2:46 PM
To: Faraday-Smith, Nancy (INFC); David Stonehouse; Wendy Ren (wendy.ren@ontario.ca)
Subject: FW: Statement on Steve Diamomd

See below.

Ed

From: Andrew Tumilty
Sent: Monday, February 25, 2019 2:28 PM
To: 'Hobbs, Joshua (INFC)' <joshua.hobbs@canada.ca>; Don Peat <Don.Peat@toronto.ca>; Deborah Blackstone <Deborah.Blackstone@toronto.ca>; Sousa-Dias, Sofia (MOI) <sofia.sousa-dias@ontario.ca>; MacGillivray, Lauren (MOI) <lauren.macgillivray@ontario.ca>
Cc: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>
Subject: RE: Statement on Steve Diamomd

Below please see Steve Diamond's draft statement for tomorrow.

Note this will come from him and not Waterfront Toronto.

Cheers,
 Andrew

Statement from Steve Diamond on his selection as Chair of Waterfront Toronto's Board of Directors

It is with enormous pride that I accept the responsibilities of Chair of Waterfront Toronto's Board of Directors. Having served as a Member of Board since April of 2016, I know the critical role Waterfront Toronto plays in the revitalization of our waterfront. I am excited to continue working with my fellow directors in playing a leadership role in shaping the future of such an important piece of this great city.

We have our work cut out for us. That work, which is highlighted in our soon-to-be-released 5-year Strategic Business Plan, includes:

- Continuing to execute on the \$1.25 billion Port Lands Flood Protection (PLFP) project,
- Complete implementation of the recommendations of Ontario's Auditor General, and
- Continuing consultation with the public as we consider our next steps with Sidewalk Labs and evaluating the Master Innovation and Development Plan (MIDP) for Quayside.

I am humbled to have the support of all three levels of government for this role, the fact they have jointly appointed me, speaks to the unified support that exists for the Corporation and its objectives.

Since Waterfront Toronto's inception, we have helped generate over \$10 billion in new private sector investment and create 26 hectares of new public spaces, including award-winning, iconic parks such as Canada's Sugar Beach and Corktown Common. This investment has helped create over 14,000 full-time years of employment, 5,000 new residential units, almost 600 affordable housing units, and 1.5 million square feet of commercial office space to date.

Even with Waterfront Toronto's enormous success, I have no doubt, our best days are yet to come.

From: Andrew Tumilty

Sent: Monday, February 25, 2019 12:42 PM

To: 'Hobbs, Joshua (INFC)' <joshua.hobbs@canada.ca>; Don Peat <Don.Peat@toronto.ca>; Deborah Blackstone <Deborah.Blackstone@toronto.ca>; Sousa-Dias, Sofia (MOI) <sofia.sousa-dias@ontario.ca>; MacGillivray, Lauren (MOI) <lauren.macgillivray@ontario.ca>

Subject: Statement on Steve Diamond

Good afternoon,

We are preparing messaging for the announcement tomorrow of Steve Diamond as the Chair of Waterfront Toronto's Board, as approved by all three levels of government.

We would like to ensure our remarks are consistent with our government partners, so if you have any draft messages you can share that would be greatly appreciated.

Thank you,
Andrew

Sent from my BlackBerry — the most secure mobile device — via the Rogers Network

Cariaga, Flordeliza (INFC)

From: Civic Labs <CivicLabs@waterfronttoronto.ca>
Sent: February 28, 2019 5:09 PM
To: Faraday-Smith, Nancy (INFC)
Cc: Tippins, Shawn (INFC)
Subject: RE: Civic Lab on Civic Digital Trusts - March 4, 1:00 - 5:00 pm

Hi Nancy and Shawn,

Thank you confirming your attendance to the Civic Lab on March 4th.
 An agenda will be shared with you shortly.

Many thanks,
 Louroz

Louroz Mercader | Communications and Public Engagement Manager | **Waterfront Toronto** | 1310-20 Bay Street |
 Toronto ON M5J 2N8 | [REDACTED]@waterfronttoronto.ca | waterfronttoronto.ca



WATERFRONTToronto

From: Faraday-Smith, Nancy (INFC)
Sent: Saturday, February 23, 2019 7:02 PM
To: Civic Labs
Cc: Tippins, Shawn (INFC)
Subject: RE: Civic Lab on Civic Digital Trusts - March 4, 1:00 - 5:00 pm

Thank you for the invitation. I plan to attend, along with my colleague Shawn Tippins.

Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
 Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
 Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

From: Civic Labs [<mailto:CivicLabs@waterfronttoronto.ca>]
Sent: February 22, 2019 4:33 PM
Subject: Civic Lab on Civic Digital Trusts - March 4, 1:00 - 5:00 pm

Hello,

The rescheduled date for Waterfront Toronto's **Civic Lab on Civic Digital Trusts** has been set:

Monday, March 4, 2019

1:00 p.m. - 5:00 p.m.

MaRS Discovery District

101 College St, Toronto, ON M5G 1L7

Auditorium (*Lower Concourse*)

Light refreshments will be served.

The meeting agenda will be shared next week.

Please confirm your attendance by replying to this email by **Friday, March 1st**

CivicLabs@waterfrontoronto.ca

Many thanks,

Louroz

Louroz Mercader | Communications and Public Engagement Manager | **Waterfront Toronto** | 1310-20 Bay Street |
Toronto ON M5J 2N8 | [REDACTED]@waterfrontoronto.ca | waterfrontoronto.ca



Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: February 28, 2019 6:33 PM
To: Faraday-Smith, Nancy (INFC)
Subject: Fw: Civic Lab Agenda - March 4, 1-5pm
Attachments: REVISED Agenda (Civic Lab 2), March 4.pdf; A Primer on Civic Digital Trusts 13Feb19 (2).pdf

I assume you received this. [REDACTED]

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Louroz Mercader
Sent: Thursday, February 28, 2019 6:12 PM
To: Civic Labs
Subject: Civic Lab Agenda - March 4, 1-5pm

Hello,

Thank you for confirming your attendance to Waterfront Toronto's **Civic Lab on Data Stewardship**. In preparation for the meeting, we are also sharing the agenda with you in the attached pdf file.

We also invite you to read this Primer by MaRS that explains how a civic digital trust could democratically and responsibly share smart city data and algorithms: <https://marsdd.gitbook.io/datatrust/> (pdf version attached)

Monday, March 4, 2019

1:00 p.m. - 5:00 p.m.

MaRS Discovery District

101 College St, Toronto, ON M5G 1L7

Auditorium (*Lower Concourse*)

Light refreshments will be served.

Parking

Underground parking is available at the MaRS Centre at a cost of \$4 per half hour, to a maximum of \$20. The MaRS Centre underground lot can be accessed via Elizabeth Street, just south of College Street on the west side of the road. It can also be accessed via University Avenue when driving northbound, just past the Peter Munk Cardiac Centre, south of College Street. Substantial additional parking is available at a host of parking garages and above ground lots within a two-block radius. [Map](#).

TTC

Subway: MaRS offers direct access to the Queen's Park subway station, with connecting service to Go Trains at Union Station.

Street Car: The College Street streetcar stops at the corner of Elizabeth Street and College Street at the north-east corner of the MaRS Centre, and also at the corner of University Avenue and College Street, at the north-west corner of the MaRS Centre. [Map](#).

Many thanks,

Louroz

Louroz Mercader | Communications and Public Engagement Manager | **Waterfront Toronto** | 1310-20 Bay Street | Toronto ON M5J 2N8 | [REDACTED]@waterfronttoronto.ca | waterfronttoronto.ca



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AGENDA

- 1:00 pm Welcome & Opening Remarks**
Michael Geist, Chair, Waterfront Toronto's Digital Strategy Advisory Panel
- 1:05 Introductions & Agenda Review**
Nicole Swerhun, Facilitator, Swerhun Inc.,
- 1:15 Data Stewardship**
Kristina Verner, Vice President, Innovation, Sustainability & Prosperity, Waterfront Toronto
- 1:35 City of Toronto Update**
David Stonehouse, Waterfront Secretariat, City of Toronto
- 1:40 Data Stewardship Body: Models & Learnings from other Jurisdictions**
- 1:40 Reviewing the International Context, with examples from other jurisdictions
Lisa Austin, Professor and Chair in Law and Technology, University of Toronto Faculty of Law
- 2:00 Open Data Process and Landscape
Kevin Tuer, Managing Director, Open Data Exchange & Vice President Strategic Initiatives, Communitech
- 2:15 Discussion** (small table and full room)
- 3:00 Break**
- 3:15 Digital Trusts**
- 11:15 Models of Digital Trusts
Chantal Bernier, National Practice Leader Privacy & Cybersecurity, Dentons
- 11:25 MaRS Report on Civic Digital Trusts
Alex Ryan, Joe Greenwood, MaRS
- 3:45 Discussion continued** (small table and full room)
- 4:55 Closing Remarks**
Kristina Verner, Vice President, Innovation, Sustainability & Prosperity, Waterfront Toronto
- 5:00 Adjourn**

Questions for Discussion:

Do you have any questions of clarification for the presenters?

Based on the presentations and discussions shared, and your insights and expertise, what ideas or advice would you like to see Waterfront Toronto consider related to data stewardship at Quayside?

A Primer on Civic Digital Trusts

Welcome!

Smart cities offer many potential benefits for residents - but only when data generated within cities can be shared and used to inform decision making. The purpose of this Primer is to explain as simply as possible how a civic digital trust could democratically and responsibly share smart city data and algorithms.

A Work in Progress...

Civic digital trusts are a relatively new idea, and our understanding of how they work is evolving rapidly.

That means this Primer needs to evolve too. The first draft of the Primer was published online in December, 2018, following a workshop that convened a diverse group of stakeholders in Toronto in November, 2018.

We are publishing the Primer as a [Gitbook](#) because of its integration with Github, the platform that powers the Open Source movement. As an Open Source ebook, anyone can add to it, or use it to build other Open Source resources. This work is licensed under a [Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License](#).

To suggest changes to the Primer, click the [Edit on GitHub] button on the top right of the screen and propose changes and additions to the handbook for our stewards to approve. For those of you who haven't used GitHub before, [here's a handy guide Enspiral created for people to contribute to their GitBook](#). If you've got something to add to the Primer but this process doesn't work for you, email your suggestions to solutions-lab@marsdd.com.

This Gitbook is not a [Wiki](#). However, the [five pillars](#) and [10 simple rules](#) of Wikipedia provide a useful guide for the editorial standards we are aiming for to provide a reliable, neutral and accessible reference.

About This Primer

This Primer is meant to provide an easy to read and reliable introduction to civic digital trusts. We hope this will help people inform themselves about a topic that is important to the future of cities, but not widely understood. When everyone has easy access to the facts, more people can participate more meaningfully in a better quality conversation.

This is not just a conversation about legal structures and data architectures. It is actually a conversation about how we want to live our lives together in the digital age. It is a conversation people in every city will soon need to have about the kind of society they want to become. This conversation is too important to be only happening between urban planners and technologists. It requires the participation of all city residents.

This is a conversation that Toronto, Canada is just starting to have. The process of developing a Master Innovation and Development Plan for the Quayside smart city demonstration neighbourhood on the Toronto waterfront has started people talking about rights, freedoms, and responsibilities in the digital age. It has also prompted people to search for practical solutions to responsibly share data to unlock the potential of smart cities.

The process is convened by the MaRS Solutions Lab working in partnership with Waterfront Toronto. Partial funding has also been provided by Sidewalk Labs. MaRS interviewed 11 national and international subject matter experts. There were 37 workshop participants, including representatives from municipal, provincial and federal government; universities and civic sector organizations; and startups, consultancies and national corporations. The co-authors and participants in this process include:

Name	Affiliation
Aaron Barter	Waterfront Toronto
Andrew Young	The Governance Lab
Alex Ryan	MaRS Discovery District
Beth Coleman	Faculty of Arts, University of Waterloo
Charles Finley	Code for Canada

Chris Makris MaRS Discovery District
Joe Greenwood MaRS Discovery District
Kevin Stolarick Inclusive Design Research Centre, OCAD University
Kristina Verner Waterfront Toronto
Lisa Austin Faculty of Law, University of Toronto
Michel Girard Centre for International Governance Innovation
Mikayla Zolis MaRS Discovery District
Sasha Sud MaRS Discovery District
Sergio De Lara MaRS Discovery District
Sharon Bauer KPMG
Timothy Banks nNovationLLP
Vanessa Matos MaRS Discovery District

Disclaimer

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In a Nutshell

Cities are becoming smarter and more responsive to the needs of residents and visitors. There is a potential for everyone to benefit from better services and improved quality of life. Achieving these benefits is only possible if data is collected and shared to inform urban planning and service delivery.

Data should be collected and shared in cities only when:

- There is a clear and substantial benefit for residents
- There is sufficient digital governance in place to advance the rights, freedoms and interests of residents and visitors and protect them from risk

A civic digital trust provides one promising approach to responsibly share smart city data. A civic digital trust could:

- Establish a group of trustees with a fiduciary responsibility to steward a city's digital assets and data in the best interests of residents and visitors
- Empower residents and strengthen democratic decision making processes related to digital governance
- Actively protect against data breaches and misuses; assure individual and group privacy; advance equitable distribution of value; and promote regional economic competitiveness

A civic digital trust would go beyond existing privacy legislation with a proactive approach to representing the interests of residents. It would also provide citizens with an additional layer of legal recourse against data abuses.

There are multiple ways a civic digital trust could be implemented in practice. It could be housed within a government agency; established as a not for profit organization; or run as a social enterprise. The technical architecture could be a centralized hub; a decentralized ecosystem of databases connected by common standards; or a hybrid model somewhere in between. Each option is fit for different purposes, depending on the sensitivity, complexity, and uncertainty of the data and its uses.

This Primer explores five use cases of specific benefits from responsibly sharing

data. They are: sharing energy usage data; building usage data; mobility data; health data; and combining smart city data with mobile and consumer data. Each of these use cases demonstrates possible combinations of legal, business model, and technical architectures in a plausible scenario. The purpose of the use cases is to provoke a conversation about what data people are comfortable with sharing, and with what conditions.

The Primer is designed to be read actively. There are small surveys embedded throughout the Primer so you can have your say about what matters most to you. If you can do a better job of writing a section, you should edit the Gitbook and submit an upgrade. We want this to be a resource that becomes more relevant over time.

We think that three next steps are required:

1. A much broader public engagement needs to happen about smart city data sharing
2. People need to build pop-up prototypes so that it is possible for residents to experience the benefits of a civic digital trust in action
3. We should actively explore other models of data sharing so that we can understand which model works best in different situations

We hope that as you read this Primer, you will actively contribute to it, and consider joining us in taking these next steps together!

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What is a Smart City?

The Greater Toronto Area is Canada's most populous metropolitan area, and this year alone it has [grown](#) by more than 200,000 people. Canada has one of the world's highest rates of urbanization at [82% of the population](#). Cities the world over are growing at an astonishing rate. Every week, [1.5 million people](#) join the urban population. People are drawn to the economic opportunity, cultural vibrancy, and quality of life that big cities like Toronto offer.

As cities grow, they are faced with some very big challenges. Traffic congestion. Housing affordability. Increasing demand for schools, hospitals, and government services. Managing these challenges requires good planning, effective decision making, efficient services, and strong democratic participation from citizens and residents.

Cities like Singapore, San Francisco and Helsinki are using digital technologies to solve these and other problems, in order to make life better for residents. In Glasgow, streetlights with smart sensors dim when the streets are empty, saving energy and taxpayer dollars. In Barcelona, the government opened up its data sets for use by citizens and businesses, installed free Wi-Fi in streetlights, and has sensors constantly monitoring waste bins, parking spaces, and air quality. When city planners and service providers have access to more accurate and timely data, it creates possibilities to use the city's resources more equitably and efficiently.

In Canada, the federal government is running a \$300 million [Smart Cities Challenge](#). The Smart Cities Challenge is a pan-Canadian competition open to communities of all sizes, including municipalities, regional governments and Indigenous communities (First Nations, Métis and Inuit). The Challenge encourages communities to adopt a smart cities approach to improve the lives of their residents through innovation, data and connected technology. The government received 130 applications from communities across Canada and selected [20 finalists](#) who have received \$250,000 each to further develop their proposal by Winter 2019.

What is a Smart Cities Approach?

A smart cities approach aims to achieve meaningful outcomes for residents by leveraging the fundamental benefits that data and connected technology have to offer:

Openness When communities make their data truly accessible, usable, and barrier-free, their decisionmaking processes become transparent, empowering citizens and strengthening the relationship between residents and public organizations.

Integration Data and connected technology empower communities to break down silos that exist within local governments and public organizations.

Transferability When tools and technological approaches are open-source, transparent, and standardized, they can be used by communities across the country, no matter their size or capacity.

Collaboration Connected technology enables communities to bring traditional and non-traditional partners together to collaborate.

https://impact.canada.ca/sites/default/files/2017-11/SCC_Applicant_Guide.pdf

An important feature of Canada's smart city challenge is that technology is not an end in itself, but a means of improving outcomes for residents, as determined by residents. All of the successful finalists in the Smart Cities Challenge engaged meaningfully with citizens and residents to determine their highest priority opportunity for technology and data to improve quality of life.

The Quayside Development in Toronto

Waterfront Toronto is currently undertaking the largest urban revitalization project in North America. They are bringing together the most innovative approaches to sustainable development, urban design, real estate development, and leading technology infrastructure in order to deliver on important public goals, including reducing urban sprawl, developing sustainable communities, increasing the supply of affordable housing, expanding public transit and increasing economic competitiveness.

Waterfront Toronto has established the objectives and engaged Sidewalk Labs to design a proposal for a new kind of complete community on Quayside that will serve as a model for sustainable and resilient neighbourhoods throughout Toronto and cities around the world. The Quayside project, also referred to as Sidewalk Toronto, has an ambition to address the toughest challenges facing cities—and meaningfully improve quality of life—through the combination of forward-thinking urban design and innovative technology.

As part of this process, Sidewalk Labs recently released a proposed [Site Plan](#) that includes people-first streets and public realm; 40% below-market affordable housing; creates 9,000 construction jobs and houses 3,900 jobs located at Quayside; 75%-85% reduction in GHG emissions; and provides safer and less congested streets. The site plan proposes a [civic data trust](#) with independent governance over the collection and use of urban data. The full Master Innovation and Development Plan is expected to be released for public feedback in mid-2019.

The Quayside planning process has attracted a lot of interest from the public and the media, both in Toronto and internationally. One of the top concerns for citizens, the civic tech community, and privacy experts is how personal data and public data will be collected, shared, controlled, and used in Quayside. These concerns are not unique to Quayside. We expect every city in Canada will need to address these questions within the next five years. Because Quayside presents a specific plan for a particular place, it provides the opportunity to have a more detailed, grounded, and concrete discussion about responsible data sharing. The

use cases we develop in this primer are applications that are plausible for Quayside, but were selected to have relevance to cities beyond Quayside.

The Need to Govern the Digital Layer

Governance of the digital layer addresses who decides what data is collected and shared for what uses. Governance is needed for ensuring security, privacy, equity and competitiveness.

What makes a smart city smart is the ability to collect data, process and analyze the data, and act on the insights. In Helsinki, open data was used to develop [BlindSquare](#), a mobile GPS app that helps blind and visually impaired people navigate the city. This kind of smart city application requires the collection and sharing of multiple sources of data across public and private organizations.

In order to collect and share data, a smart city adds a "digital layer" to engage existing city infrastructure. This is similar to how an operating system adds a digital layer of software on top of the physical hardware of a computer. The difference is for a city, the digital layer is not a single thing, but a network of many connected things. The digital layer includes:

- Physical sensors to collect data;
- Digital services that use data to control other infrastructure, e.g. traffic lights;
- Databases that store the data on servers;
- Algorithms and code to protect, manage, process, analyze and transform the data;
- Maps, visualizations and models that organize and project the data into more useful forms;
- Standards and source code for how to interact with digital services;
- [Application Programming Interfaces](#) (API) that share specific data subsets for use in third party applications both offline and in realtime; and
- All of the public and private services that use the data.

There are four reasons governance of the digital layer is needed: protecting against data breaches and misuses; assuring individual and group privacy; advancing equitable distribution of value; and promoting economic competitiveness.

The Need for Security

Whenever information is collected and shared, there is the potential for data breaches. In [2018 alone](#), 1.1 billion Indian residents' personal information were compromised by an Aadhar data breach; 500 million Marriott Starwood guests worldwide had their hotel reservation data stolen; and Under Armour, Quora, Facebook, Google, Cathay Pacific Airways, Saks and Lord & Taylor, and T-Mobile all suffered personal data breaches affecting millions of users. For smart city data to be shared responsibly, there needs to be an organization that protects the data from cyber attack.

There are also potential misuses of data shared for an intended beneficial purpose. For example, in 2013, the FBI asked the public to help gather evidence in the wake of the Boston bombing. Anonymous commentators on [4chan](#) and [Reddit](#) quickly profiled high school student Salah Barhoum and dozens of others based purely on their clothes and appearance. Salah [found himself](#) being followed by strange men who were convinced he was responsible for the terrorist attack. Although reported instances of misuse of shared data are rare, mitigating the potential for misuse is an important reason governance of the digital layer is needed.

The Need for Privacy

Digital governance is also needed is to protect privacy and to create a medium through which different privacy rights and obligations can be reconciled.

Privacy is recognized as a fundamental human right in the [UN Declaration of Human Rights](#). Although privacy is not expressly mentioned in the Canadian Charter of Rights and Freedoms, privacy has been expressly recognized as an interest that is protected by section 8 of the Charter, which protects against unreasonable search and seizure. Privacy is also considered by some to [underpin](#) human dignity and the fundamental freedoms guaranteed by the Canadian Charter of Rights and Freedoms. Under this conception of privacy, privacy is not only an individual right, but also a [societal good](#).

Part I Section 2 of the *Canadian Charter of Rights and Freedoms* guarantees four fundamental freedoms for everyone in Canada:

- (a) freedom of conscience and religion;
- (b) freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication;
- (c) freedom of peaceful assembly; and
- (d) freedom of association

<https://laws-lois.justice.gc.ca/eng/const/page-15.html>

The rights granted in the Charter are not absolute. They are subject to reasonable limits prescribed by law that can be justified in a free and democratic society (Section 1).

When discussing privacy, it is important to distinguish between different types of privacy interests. The Supreme Court of Canada has [recognized](#) three types of privacy interests - informational (information about a person), personal (bodily), territorial (own's home or private space).

The types of privacy interests involved in civic digital trusts are primarily informational. Canada has federal and provincial laws that operate within the limits of the Charter to protect individual informational privacy interests while recognizing the needs for governments, public sector organizations and private

sector organizations to collect, use and disclose personal information. For example, the federal [Privacy Act](#) protects the privacy of individuals with respect to personal information about themselves held by a government institution and provides individuals with a right of access to that information. In Ontario, the [Freedom of Information and Protection of Privacy Act](#) (FIPPA) fulfills a similar purpose for provincial government institutions and the [Municipal Freedom of Information and Protection of Privacy Act](#) (MFIPPA) governs municipal corporations, such as the City of Toronto. There is also a [Personal Health Information Protection Act](#) in Ontario that applies primarily to hospitals and regulated health professionals when they collect, use and disclose personal health information for the purpose of providing healthcare to an individual.

Ontario (unlike Alberta, British Columbia and Quebec) does not have a private sector privacy law. Ontario also does not expressly recognize privacy as a fundamental human right (unlike [Quebec](#)). Instead, the federal [Personal Information Protection and Electronic Documents Act](#) contains the rules that govern organizations that collect, use or disclose personal information in the course of a commercial activity.

Under these laws, "personal information" is usually defined as information "about an identifiable individual". It is data that on its own or combined with other pieces of data, can identify *you* as an individual... it can mean information about your:

- race, national or ethnic origin,
- religion,
- age, marital status,
- medical, education or employment history,
- financial information,
- DNA,
- identifying numbers such as your social insurance number, or driver's license,
- views or opinions about you as an employee.

https://www.priv.gc.ca/en/privacy-topics/privacy-laws-in-canada/02_05_d_15/

The rules governing when personal information can be collected and how it can be used are not the same in the public sector and the private sector. In the public

sector, public bodies can collect personal information *without consent* as long as it is authorized by a law that complies with the Charter and notice is provided to the individual. By contrast, in the private sector, express or implied consent of the individual is a requirement, with limited exceptions.

In a smart city, where sensors are embedded in roads, streetlights and public spaces, it becomes difficult, if not impossible, for private sector organizations to obtain meaningful consent from individuals. It can also be challenging for municipal governments and other public sector institutions to give meaningful notice to individuals.

There are also differences between how information that has been collected can be used. For private sector organizations, consent must be provided for specified uses. However, public sector organizations may be able to use information for uses that are consistent with the original purpose for collection. In the healthcare context, health information custodians generally, but do not always require consent to the collection, use and disclosure of personal information.

In a smart city, data often has greater value for the many additional uses that may not have been foreseen at the time of collection. One way data is different than physical resources is it [becomes more useful](#) the more it is used. Given the public-private partnerships that may be involved in a smart city, the differences in the privacy legislation applying to the different parties complicates the ability to collaborate on new uses.

Privacy by Design is a framework for safeguarding privacy developed by former Ontario Information and Privacy Commissioner Ann Cavoukian. It is now a global standard that has been adopted by the International Assembly of Privacy Commissioners and Data Protection Authorities.

The 7 Foundational Principles of Privacy by Design

1. Proactive not Reactive; Preventative not Remedial The Privacy by Design (PbD) approach is characterized by proactive rather than reactive measures. It anticipates and prevents privacy invasive events before they happen. PbD does not wait for privacy risks to materialize, nor does it offer remedies for resolving privacy infractions once they have occurred— it aims to prevent them from

occurring. In short, Privacy by Design comes before-the-fact, not after.

2. Privacy as the Default Setting We can all be certain of one thing -- the default rules! Privacy by Design seeks to deliver the maximum degree of privacy by ensuring that personal data are automatically protected in any given IT system or business practice. If an individual does nothing, their privacy still remains intact. No action is required on the part of the individual to protect their privacy -- it is built into the system, by default.

3. Privacy Embedded into Design Privacy by Design is embedded into the design and architecture of IT systems and business practices. It is not bolted on as an add-on, after the fact. The result is that privacy becomes an essential component of the core functionality being delivered. Privacy is integral to the system, without diminishing functionality.

4. Full Functionality -- Positive-Sum, not Zero-Sum Privacy by Design seeks to accommodate all legitimate interests and objectives in a positive-sum -- win-win -- manner, not through a dated, zero-sum approach, where unnecessary trade-offs are made. Privacy by Design avoids the pretense of false dichotomies, such as privacy vs. security, demonstrating that it is possible to have both.

5. End-to-End Security -- Full Lifecycle Protection Privacy by Design, having been embedded into the system prior to the first element of information being collected, extends securely throughout the entire lifecycle of the data involved -- strong security measures are essential to privacy, from start to finish. This ensures that all data are securely retained, and then securely destroyed at the end of the process, in a timely fashion. Thus, Privacy by Design ensures cradle to grave, secure lifecycle management of information, end-to-end.

6. Visibility and Transparency -- Keep it Open Privacy by Design seeks to assure all stakeholders that whatever the business practice or technology involved, it is in fact, operating according to the stated promises and objectives, subject to independent verification. Its component parts and operations remain visible and transparent, to users and providers alike. Remember, trust but verify.

7. Respect for User Privacy -- Keep it User-Centric Above all, Privacy by Design requires architects and operators to keep the interests of the individual uppermost by offering such measures as strong privacy defaults, appropriate

notice, and empowering user-friendly options. Keep it user-centric.

<https://www.ipc.on.ca/wp-content/uploads/Resources/7foundationalprinciples.pdf>

To create a smart city of privacy rather than a smart city of surveillance, Ann Cavoukian believes the most important rule to enforce is de-identification of data at source. [De-identification](#) is the general term for the process of removing personal information from a record or data set. De-identification protects the privacy of individuals because once de-identified, a data set is considered to no longer contain personal information. If a data set does not contain personal information, its use or disclosure cannot violate the privacy of individuals. De-identification at source means de-identifying at the point of collection, before the data is stored in a database or shared. De-identified data creates a win-win, because it unlocks the value of data sharing for public benefit without violating individual privacy.

However, de-identified data can be subject to [de-anonymization](#) attacks. In 2006, Netflix launched an annual open innovation [competition](#) to improve the prediction of user ratings of films. Although the data sets they provided for the competition were de-identified, two researchers from the University of Texas at Austin were able to re-identify individual users by matching the data sets with film ratings on the Internet Movie Database. Privacy concerns contributed to Netflix terminating the competition in 2010. A recent [MIT study](#) demonstrated that by combining two anonymized datasets of people in Singapore, one of mobile phone logs and the other of transit trips, 17% of users could be matched up with 95% accuracy.

In an interview with Ann Cavoukian, she recommended strong de-identification protocols in combination with a risk of re-identification framework. The risk framework would assess the risk and only give the green light for collecting data if the risk of re-identification was very low; perhaps only 1 chance out of 200.

A second risk associated with de-identified data is it is still possible to analyze, influence and discriminate against groups of people using de-identified data. There is currently no legal protection for groups until it can be demonstrated that an individual is impacted. While there is an [emerging](#) literature exploring the challenging topic of group privacy, currently there is no consensus on how to safeguard group rights.

The Need for Equity

A third reason to govern the digital layer is that large pools of data and the algorithms that process the data are a source of power. The vast amount of data that is owned or controlled by the technology giants Facebook, Apple, Amazon, Netflix and Google is a significant factor in their market valuations. If data is going to be aggregated from the daily movements of citizens to create and capture new value we need to ask: are the benefits distributed fairly? How do the citizens, governments, and corporations that have built and populated the digital layer together share this new source of wealth?

One approach to these questions is to make all of the data open and free. Another approach is to assign all of the IP to a governing body like the trust. A third option is to create an IP sharing agreement.

Intellectual Property (IP) law exists to determine how to share value. When parties agree to pool data so that it can be used by others, according to [Anthony de Fazekas](#) there are five forms of IP that need to be addressed. In non-technical terms these are:

Background IP: the Intellectual Property of a party that is owned or controlled by that party before the agreement, or created by a party outside the scope of the agreement

Foreground IP: the Intellectual Property generated within an agreement

Latent IP: Applications of Intellectual Property other than the specific purpose for which the Intellectual Property was created

Arising IP: Intellectual Property that arises from a collaboration that was not expected at the time of the agreement

Shared IP: Intellectual Property that is jointly owned or pooled between two or more parties

An IP and data collaboration framework could specify who owns the data, who can access it, how the value of IP is assessed, and how royalties are distributed to the owners of the IP. In Canada, the [five superclusters](#) are creating "[frictionless](#)" IP sharing agreements that could be a useful model for a data trust.

The Need for Competitive Markets

Data gathered in cities can drive innovation and be a source of new economic opportunity. Because sharing data could unlock solutions to major problems, the companies who help to solve these problems will generate revenue and jobs. These solutions could make life better here in Canada and then be exported globally. Conversely, if Canada lags other jurisdictions in finding ways to responsibly share smart city data, the hubs of this new industry will emerge in other regions, and Canada will become a consumer of solutions, rather than a producer.

Data is also a source of competitive advantage for individual firms. If one company holds proprietary access to large data sets that other companies can't access, this could effectively create monopolies with prohibitive barriers to market entry. If as a society we decide to instrument our cities to collect data and solve problems, we need governance to avoid anti-competitive practices. Sharing smart city data so that many companies have access is better than having the data under the control of a single company. However, governance of shared data should also consider the private data companies have proprietary access to that may in combination with the shared data create an even bigger asymmetrical advantage. If this is not considered, the trust could end up over-regulating a startup and under-regulating a tech giant.

Summary

In order to protect against data breaches and misuses; assure group privacy; advance equitable distribution of value; and promote economic competitiveness, a governing body is needed to steward the digital layer in the public interest. The governing body would make decisions about what data can be collected; what rules must be followed to protect privacy and security through the full data lifecycle; and what uses of data are permitted. The governing body would need to include channels for public participation and stakeholder consultation to ensure that everyone affected by their decisions has an opportunity to have their voice heard. There would also need to be an accountability framework to hold the governing body accountable to the decisions they make in the public interest.

From the Citizen's Point of View

As a smart citizen considering if you want your city to be smart and your data to be shared, there are two sides of the coin: benefits/opportunities and costs/risks.

What's in it For Me? Benefits and Opportunities

As much as you love your city, there are likely things that frustrate you too. Overcrowded and inconvenient public transit. Increasing road congestion and expensive parking. Rising rents and mortgages. Disruptive construction and noisy streets. Wasted food, energy and resources. Areas of the city you don't feel safe. Changes to your neighbourhood you feel powerless to influence.

Imagine a city with more affordable places to live; safer and more vibrant places to enjoy; safer and more seamless trips from A to B; more efficient use of resources; and more ways to participate and have your voice heard. Smart cities that make use of responsible data sharing can improve your everyday quality of life.

What's the Catch? Costs and Risks

You're likely aware that all the free apps on your smart phone are not really free. When you download the app, there are terms and conditions you consent to that lets the company track personal information, such as your location and use of the app. What's happening to your personal data? Who has access to it for what uses? Who is making money from your data? How is your data secured against cyber threats? Can you request access to your data? Can you ask the company to delete it?

A smart city raises many of the same questions about the privacy and security of your data. One difference between a smart city and a smart phone is that a phone has an off switch. It's a lot harder to block the city from collecting your data as you go about your daily life.

As so many of the objects in our cities become embedded with sensors, computer chips and internet connections, it becomes impossible to consent to or even know about all of the data that is collected about you and how it is used.

The modern city is placing an impossible burden on you to make decisions about all of your data.

What's the Answer? What a Civic Digital Trust Does For You

A civic digital trust provides a legal structure so that a group of people can look out for your interests living in a city in the digital age. They make decisions on your behalf about what data can and can't be collected and shared for what purposes. They make sure the data is kept safe and secure. They check the computer code that runs on the data to make sure it doesn't discriminate against or cause harm to anyone.

You will have a representative on the civic digital trust you can contact to share your hopes and concerns.

If the civic digital trust ever causes you harm by neglecting their duties, you can seek remedies in a court of law.

If you think the world needs innovative solutions to improve people's lives, and you also care about your privacy and security, we would encourage you to read this Primer to learn more about civic digital trusts.

What is a Trust?

Irwin Law's Canadian Online Legal Dictionary [defines a trust](#) as: "An arrangement under which money or other property is held by one person, often a trust company, for the benefit of another person or persons. These assets are administered according to the terms of the trust agreement."

Trusts are set to provide stewardship over an asset. **Assets** held in trust are most often land or money, but can be established for anything of value, including intellectual property and data. There are three parties involved in a trust agreement. Each party can be a person, a group of people, an organization, or a community.

1. The **trustor** contributes property to the trust.
2. The **trustee** manages the trust.
3. The **beneficiary** receives the benefits of the trust agreement.

The most relevant type of trusts for our purposes are trusts set up to benefit a whole community.

There are [over 125 land trusts](#) in Canada set up to conserve private lands and waters of environmental and cultural significance. The [National Conservancy of Canada](#) is a not for profit organization (the trustee) that receive donations of land from individuals, corporations and governments (the trustors) to conserve and restore land for the long term benefit of Canadians (the beneficiaries).

Many First Nations, Metis and Inuit have established community trusts to oversee and manage Settlement Agreement or Land Claim Agreement funds. The [Nunavut Trust](#) has \$1.8 billion of assets that are managed by six trustees. The trust has a mandate to invest the capital transfers from the Government of Canada (the trustor) to protect them from the effects of inflation and to provide income to the Inuit of the Nunavut Settlement Area (the beneficiaries).

Charities in Canada can be established as corporations, unincorporated associations, or as charitable trusts. The [Muriel McQueen Fergusson Foundation](#) is an example of a charitable trust. The goals of the foundation are to fund research and public education into the causes, incidence and

forms of treatment of family violence. The foundation accepts public and private donations (the trustors) and is managed by a volunteer board and an Executive Director (the trustees) that provides grants to registered charities in New Brunswick in the area of family violence.

These examples demonstrate several different ways trusts can be set up to manage donated assets to achieve a specified set of benefits for a particular community.

Trustees and beneficiaries enter into a special relationship called a fiduciary duty. **Fiduciary duty** means the trustees are legally obligated to act in the best interests of the beneficiaries, rather than serving their own interests. For example, attorneys have a fiduciary duty to their clients, and board members of a corporation have a fiduciary duty to shareholders.

The [most important](#) duties for trustees are loyalty and prudence. **Loyalty** means acting in good faith for the beneficiaries, avoiding conflicts of interest, and not acting for the benefit of themselves or a third party. **Prudence** means acting with due care, skill and diligence.

Trusts provide beneficiaries with legal protection when they place their confidence in the trustee. If a trustee acts against the interest of the trust's beneficiaries or fails to declare a conflict of interest, a **breach** of fiduciary duty has occurred. If a breach has occurred and the beneficiaries have suffered damages, the beneficiaries are entitled to take action in civil court.

What is a Civic Digital Trust?

A civic digital trust is a trust that is established to manage the digital layer of a smart city.

A civic digital trust is a trust that is established to manage the digital layer of a smart city. The **assets** the trustees are responsible for managing may include the physical infrastructure (sensors and data warehouses), code base (database, standards, processing structures and interface) and data that make up the digital layer. The civic digital trust may also manage financial assets to ensure the sustainable operation of the trust.

{% hint style="info" %} Why have we chosen to call this model a civic digital trust?

A more common name is a data trust. Following [Andrew Clement](#), we have chosen to call it a *digital* trust to remind people that the digital layer includes many assets beyond data. Sharing only data significantly restricts the influence and therefore the potential effectiveness of a trust. Furthermore, focusing solely on data is insufficient, since data is not "owned" in the same way as other types of assets. What is being governed is the data flows and uses. Following [Sean McDonald](#), we have chosen to call it a *civic* trust to emphasize the requirement to build civic participation into the governance of the trust. Civic means relating to a city or a town. The [civic tech](#) movement improves the relationship between government and the people through information technology, and is an important inspiration for this work. We think a civic digital trust should be inclusive, participatory and empowering, and that is what this name means to us. {% endhint %}

The **beneficiaries** of a civic digital trust are the residents, visitors, businesses, workers and institutions in a defined urban zone where data is collected. This could be a neighbourhood, a district, or an entire city.

The **trustees** are a group of people with a fiduciary responsibility to protect the interests of the beneficiaries. A civic digital trust would need to decide if trustees are elected or appointed. It would need to put in place governance structures including public accountability and participation structures.

The **trustors** are individuals, companies, agencies and governments who donate digital and financial assets to the trust. While the civic digital trust would own

the digital assets, they may grant a licence to use the assets back to the trustors under the conditions of use established by the trust.

The **purpose** is the reason the civic digital trust is created, encoded in a mission and governing principles. The purpose should make it clear what value the trust is intended to deliver to its beneficiaries.

The diagram below summarizes the essential elements of a civic digital trust.

A civic digital trust must always be aligned to the specific data and digital assets at issue. Therefore, a trust that oversees public realm data (and possibly other data) from Quayside might have some unique features not seen in other civic digital trusts to date.

Examples of Civic Digital Trusts

There are currently only a small number of working data or digital trusts in operation, and they have not yet been independently evaluated. With the rapid growth of the smart city industry, we anticipate the number of examples will also grow quickly and there will be many more case studies to learn from. We also expect the scope and scale of digital trusts to become increasingly ambitious. Because of the limited number of city examples, we also consider related applications of trusts for governing other data sets.

Barcelona

In this pilot, residents will use environmental sensors which record factors such as noise levels and pollution. The sensors will be located inside their homes and in their neighbourhood.

DECODE technology will enable them to share this encrypted data anonymously with their communities, on their own terms. DECODE provides tools that put individuals in control of whether they keep their personal data private or share it for the public good.

What Toronto can learn from this initiative: This pilot project will glean insights into the ability for a data trust to function, provide oversight and generate value for the citizens of the city. Barcelona's [digital democracy software](#) is a great tool for civic participation in government. This initiative has portals such as [BCNOW](#) to allow for open data visualization. The data being collected stems from the investment in IoT environmental sensors throughout the city and in home, where citizens can choose to opt-in and share their data.

Links:

[DECODE Website](#)

[Nesta DECODE Report 2018](#)

[DECODE Pilots](#) (Barcelona and Amsterdam)

London

As part of London's ambition to be the smartest city in the world, the Open Data Institute (ODI) and London have joined forces to develop pilots in Greenwich that will focus on real time data from Internet of Things (IoT) sensors (ig. energy use, parking space occupancy and weather) to create solutions to city challenges, while maintaining the privacy and security of

Londoners.

What Toronto can learn from this initiative: The London initiative has several pillars on their [roadmap](#) to drive success of their vision of a smart city. An interesting area to learn and watch, is the development of the [Office of Data Analytics \(LODA\)](#), piloted in mid 2017, which will oversee the data sharing and collaboration of city data.

Links:

[The ODI London Collaboration](#)
[Smarter London Together roadmap](#)

The Silicon Valley Regional School Board

The Silicon Valley Regional School Board is working to tear down the silos between partners and other public agencies to create more value through safe sharing of personal data.

Sharing these data sets among previously siloed institutions, such as public school districts, public health, child and family services, mental health, juvenile justice and Education Technology companies, is allowing for a more robust understanding of contributing factors of student success and failure within the school system in Silicon Valley.

What Toronto can learn from this initiative: The SVRDT has created standards and principles for the agencies they work with to enrich children, especially those living in poverty. These standards and privacy methods hold these organizations to higher standards, which are balanced with the goals of collaboration to improve the student education experience.

Links:

[Silicon Valley Regional Data Trust \(SVRDT\)](#)
[SVRDT Presentation](#)
[SVRDT Building Trust](#)

Truata

Truata is a private partnership data trust between IBM and Mastercard. Set up as a trust, Truata offers a new approach to handling data anonymization and analytics to help organizations meet the standards of personal data protection envisioned by the GDPR. Truata offers

its customers a service to fully anonymize data and provides analytic services to assist customers with tools, data insights, algorithms and reports that customers can use in their own products and solutions.

What Toronto can learn from this initiative: Understand the technical architecture and collaborative agreement for this private data trust partnership. While this is unlikely to be the right model for a civic digital trust, it can provide insight into the value proposition of data trusts for corporate data owners to participate in a civic digital trust.

Links:

[Truata website](#)

[Truata Privacy Innovation Award](#)

[Financial Times, Mastercard and IBM to set up European Data Trust](#)

Health Data Exchanges

In the field of health, trusted data exchange models have been developed in many different jurisdictions. In the US, the Nationwide Health Information Network was established in 2004 to improve the quality and efficiency of healthcare by establishing a mechanism for nationwide health information exchange. A critical component of the NHIN is the trust model that bridges a diverse group of public and private entities. This trust model provides a common foundation for privacy and security obligations, accountability and governance in the midst of varying diverse federal, state and local policies and laws. Health information exchanges gather private and personalized data for the patient's entire health journey, including physician visits, hospital services, other health practitioners and medication services. This allows health care providers more complete information to aid in the diagnosis and treatment of the patients.

Links:

[Nationwide Health Information Network](#)

What Toronto can learn from this initiative: With highly sensitive personal data, there are methods to share information across organizations to drive value for patients. With such highly personal data, what measure are in place to ensure the privacy of the patients and accountability of the entities to use the data ethically? How are caregivers provided access to patient health data?

Aspirations for a Civic Digital Trust

Aspirations are statements about what we hope to achieve with a civic data trust. A clear and shared purpose helps focus and prioritize what data collection to allow for which public benefits.

Based on a literature review, we provided participants in the civic digital trust workshop with a draft list of aspiration. Participants added to the list and then voted on the aspirations they thought were most important for the City of Toronto. The top four aspirations identified by workshop participants were to:

1. Bring forward the voices of marginalized groups (inclusivity, justice and equity)
2. Promote local and Canadian economic development
3. Strengthen democratic governance and institutions
4. Create a strong community of engagement and empowerment

Other principles that were considered by workshop participants, but not ranked as most important, included:

- Improve quality of life for residents and visitors
- Ensure access and equity of public services
- Improve affordability of urban life
- Enhance public safety
- Reduce the environmental footprint of urban settlements

Have Your Say

What aspirations are most important to you? Complete this one survey question to have your say:

<https://www.surveymonkey.com/r/RSTFDGY>

Here are the survey results:

<https://www.surveymonkey.com/stories/SM-BD6MGKJ8/>

Design Principles for a Civic Digital Trust

Establishing a civic data trust involves making many choices: Who should the trustees be? How are they selected or elected? How do they make decisions? What decisions do they have authority to make? How are decisions enforced? How are assets managed? What roles do governments and experts play? What laws apply? How can different laws that apply to different stakeholders be reconciled? How can citizens and stakeholders have their voices heard?

If aspirations provide a north star, design principles provide guidelines for making difficult choices. They can be useful for both establishing a civic data trust and for operating it. Design principles are most useful when they are specific and measurable. There should be no more than seven principles or they become too difficult to remember and to apply.

Based on a literature review, we provided participants in the civic digital trust workshop with a draft list of design principles. Participants added to the list and then voted on the principles they thought were most important. The top four principles identified by workshop participants were to:

1. Ensure transparency of the algorithms to understand their uses and impacts to users
2. Enable open dialogue and education around data sharing and uses
3. Ensure oversight and controls for data sharing
4. Provide open mechanisms for consent

Other principles that were considered by workshop participants, but not ranked as most important, included:

- Enable citizen participation and consultation in how their data is used
- Empower citizens to control access and use of their personal data
- Protect the integrity and confidentiality of data against unauthorized and unlawful uses
- Minimize the collection of personal data
- Allow for user participation to enable the right to be forgotten, accuracy of

information, and consented use of data.

Improve accountability for uses of data

Improve transparency

Not sharing data is an equally viable and desirable choice

Have Your Say

What principles are most important to you? Complete this one survey question to have your say:

<https://www.surveymonkey.com/r/WT9WP6C>

Here are the survey results:

<https://www.surveymonkey.com/stories/SM-J7BDBKJ8/>

Technical Architecture Options

The technical architecture defines how a civic digital trust works. A legal agreement is only as good as the trust's ability to allow the secure collection, storage and sharing of data, and to have oversight and insight into the algorithms that transform the data into real world uses.

The most significant choice of technical architecture is how centralized or decentralized the digital assets are held across the network. In this section we summarize five distinct architectures: centralized, semi-centralized, decentralized, open data, data marketplace, and data sharing agreements. This is meant to illustrate the variety of options, rather than be an exhaustive list.

Different technical architectures make sense for different purposes. In addition, different technical architectures will solve for different legal requirements, particularly where stakeholders who may contribute or use data are under different legal requirements. Selecting the best architecture requires clarity and precision about the specific purpose of the trust. For example, to achieve the purpose of enhancing public services, an open data architecture may best enable the local technology community to develop new insights, products and services. However, enhancing a subset of public services like health care delivery may not be achievable through open data architecture if there are legal restrictions on how hospitals can collect, use or contribute information. In these cases, a centralized architecture that reconciles legal requirements may provide the best technical architecture.

Types of Data Sharing Models

Centralized Architecture

Description: With a centralized architecture, the governing body creates the database, standards, platforms and holds them locally. With a centralized platform the governing body has the greatest control of the management and enforcement of the assets held within. This is due to the fact that the infrastructure in place was built by the organization, creating ownership of the assets.

Data Access: The data within this centralized method is stored in one place, with the governing body granting access through a central point of access.

Data Analytics: The governing body creates unified standards that the data and platform utilize. This allows for the most powerful search, analysis and quality assurance of aggregated data

Costs: Heavy upfront costs building and maintaining the centralized repository. Low ongoing costs relating to maintaining the repository.

Change Management: The centralized architecture provides the greatest control of change management, but may also inhibit innovation. {% endtab %}

Semi-Centralized Architecture

Description: The semi-centralized data sharing platform is a hybrid between a centralized and distributed system. In practice, we have seen centralized platforms and infrastructure built by a governing body, with public and private institutions creating and maintaining their own sharable repositories of data which adhere to the governing body's principles and standards.

Data Access: A central portal or platform grants access to the multiple repositories of data.

Data Analytics: Cross-repository searching and analytics, metadata and aggregate statistics can be developed by the central authority.

Costs: There are costs associated with developing data interoperability mechanisms and common usage policies. Ongoing costs include operating and maintaining the portal and administering policies.

Change Management: The semi-centralized architecture provides moderate control measures, as the governing body can make adaptations and improvements to platforms and standards, but will require some co-ordination to facilitate change across any decentralized repositories.

Decentralized Architecture

Description: In a decentralized system, the nodes of information are held with the various participating entities, and are all interconnected to encourage the sharing of their repositories for approved uses. In this system, the governing body creates standards and policies for all partnering entities to follow to ensure ease of access to information and the ability to utilize them. Each entity creates and manages their own repositories, and may provide their own individual platforms for data access.

Data Access: Access to each repository separately, but under a common usage or access policy and single approval.

Data Analytics: Because the data all held by various repositories, an index or catalogue is the only method to obtain data.

Costs: Initial costs are for the process to develop common usage and ontology. Ongoing costs include the management of the distributed ecosystem, the administration of policies and standards and maintenance of the repositories.

Change Management: The decentralized architecture provides some control measures, as governing body can create new standards, but will require substantial co-ordination to facilitate change across the repositories. Local innovation is easiest in a decentralized model.

Open Data

Description: Common standards are created by an entity, collaboration, or group to create a repository of shared data. This method requires the exclusive use of non-personally identifiable information.

Data Access: Access to central repository with common usage, standards, access policy and single approval.

Data Analytics: Powerful search, analysis and high-quality assurance of aggregated data.

Costs: Initial costs to index and catalogue data and repositories. Little centralized costs and maintenance.

Change Management: Open data will require strong coordination across the system to have data sets in readable and usable formats. Open data also allows for open innovation. With open data, there is no ability to restrict or control its use.

Data Marketplace

Description: Neutral legal, tax entity, and platform that brings together buyers and sellers of data.

Data Access: Central database of repositories.

Data Analytics: Cross-repository searching and analytics.

Costs: Platform as a service: Build a central platform and point of access. Monitoring Service Level Agreements that achieve data quality.

Change Management: The data marketplace provides control of change management, as establishing entity can dictate terms and conditions. Data may require cleaning and adaptation by contributing entities.

Data Sharing Agreements

Description: An agreement between multiple institutions to share data according to certain terms and conditions. Data sharing agreements identify the standards which govern the collection, storage, security, analysis, re-use, and destruction of data.

Data Access: There is granted access to repositories through the agreements of each institutions with dictated terms and conditions around the use.

Data Analytics: Search and analytics of the repositories are limited to the agreed upon data sets. Requires careful consideration and strategy to compile complementary data sets to extract value.

Costs: Low costs relative to other models, as parties are granting access to data repositories. Costs include staffing and expertise to clean and make use of the data.

Change Management: Low change management ability as agreements are typically narrow in scope for a specific purpose. Flexibility is inherent as new agreements can be created to better suit needs of an organization.

Business Model Options

A civic digital trust could be housed within government; set up as a not for profit organization; or run as a for profit social enterprise.

Where should a civic digital trust reside? How does it sustainably resource its operations? How does it avoid conflicts of interest?

The trust could be a new department within government or an arms' length agency of government. Governments already have representative democratic election processes, are stewards of the public interest, and it can be [argued](#) that politicians already have a fiduciary duty to their constituents. It could be a not for profit, either existing or established for the specific purpose of running the data trust. A neutral third party might have the least potential for conflict of interest beneficiaries. It could be a for profit social enterprise. A for profit corporation could be lean, agile, and generate sustainable sources of revenue while ultimately serving a higher public purpose.

An example of a relevant arms-length agency of government is the [Toronto Public Library](#). It is the world's largest neighbourhood-based library with the mission to empower Torontonians to thrive in the digital age and global knowledge economy. The Toronto Public Library is governed by a Board appointed by Toronto City Council. The Board is composed of eight citizen members, four Toronto City Councillors and the Mayor or his designate.

An example of a relevant not for profit is [Code for Canada](#). Code for Canada is a national nonprofit that connects government innovators with the tech and design community. Their programs enable governments to deliver better digital public services and empower communities to solve civic challenges using technology and design. Code for Canada runs Civic Hall Toronto, which enables government innovators, entrepreneurs, nonprofits and community to share, learn and collaborate. Code for Canada has a privately appointed nine member Board of Directors.

An example of a relevant for profit enterprise is [T4G](#). T4G is a privately held values-based company and certified [B Corporation](#) with offices across Canada. T4G builds intelligent software and provides advanced analytics services.

These examples are merely illustrative of a range of possible business models.

We do not intend to imply that any of these organizations are considering establishing a civic digital trust. Each of these business models has different strengths and weaknesses, which are summarized in the following table:

Types of Business Models

	Government Department or Agency	Not For Profit Organization	For Profit Social Enterprise
Applicable Privacy Legislation	Freedom of Information and Protection of Privacy Act or Municipal Freedom of Information and Protection of Privacy Act	Personal Information Protection and Electronic Documents Act (only if the not for profit was engaged in a commercial activity)	Personal Information Protection and Electronic Documents Act
Control and Enforcement	Government agency as regulator to ensure shared citizen data use does not violate privacy laws. End users must still comply with minimum legal standards applicable to the end user.	Internal process. Compliance with regulatory standard. Entity can remove participation of data user and potentially enforce rights in court. End users must still comply with minimum legal standards applicable to the end user.	Subject to regulatory oversight. Compliance with regulatory standard. Entity can remove participation of data user and potentially enforce rights in court. End users must still comply with minimum legal standards applicable to the end user.
Data Providers	Government collected Data Public/Private partnerships	Government collected Data Public/Private partnerships	Collective/ Conglomerate
Data	Government Citizens Local businesses	Government Citizens Local businesses	Usually, Collective or Conglomerate But could include

User	Private Sector in general	Private Sector in general	Government, Citizens, Local Businesses, Private Sector in general
Value Generated	<p>Sharing data for the public good, improvement of quality of life for citizens (greater individual and collective benefit). Informed economic decisions. Infrastructure and resource efficiency Development and prototyping of new solutions Enables more competition of services for consumers</p>	<p>Enables “reciprocal relationships between the public (the trust), technology companies (the licensee), and technology stakeholders (the users or investors or contributors or public)” More democratisation of data (not just government or large private companies) Creates strategic partnerships</p>	<p>Flexibility and responsiveness to changing technologies and trends</p>
Monetization Model	<p>Limit data that can be made open Social value exchange</p>	<p>Limit data that can be made open</p>	<p>Limit data users (stakeholders)</p>

	<p>Governments currently lack the skills and resources</p> <p>Technical solution effectiveness and data breach concerns</p> <p>Slow uptake/progress in meaningful sharing of data by private sector</p> <p>Resistance of citizens to share data- lack of trust</p>	<p>Missions of private/public are often competing</p> <p>End-User identity profiling.</p> <p>Multiple overlapping data rights, specifically PII data.</p> <p>Data sharing agreements unclear on data publishing decisions.</p> <p>Technical solution effectiveness and data breach concerns</p> <p>Sector specific data risks and unintended consequences, eg. healthcare</p> <p>Slow uptake/progress in meaningful sharing of data</p>	<p>Absence of social mission/disconnect with data subjects</p> <p>Commercial and legal risk for private entities involved</p> <p>Public trust needs to be established</p>
<p>Barriers</p>	<p>Limitations on how to achieve effective legal use of PII data.</p> <p>Data control and access among multiple competing</p>	<p>Lack of established business models</p> <p>Need for long-term vision and commitment: Potential change in organization if technology/</p>	<p>Changing regulatory environment - limit risk and exposure to shareholders</p>

stakeholders. priorities change
Lack of
established
business
models

Interviews with subject matter experts emphasized the models of oversight for the trust needs to have representation from many stakeholders to balance the interests of the public sector, citizens and businesses. One interviewee thought that only residents should have a seat at the table. Another said that if you only have residents, the trust becomes just another consultation process: all influencers need a seat at the table to create a genuine negotiating space.

Monetization Strategies

A civic digital trust requires significant resources to cover the cost of ongoing operations. Below are common methods to extract value from underlying business assets that are commonly used in today's digital economy.

- **Freemium**
 - A business model where a product or service has both free access (usually limited in functionality) and a premium version (unrestricted access) that allows users to test or utilize the functionality as needed.
 - Collective public private contribution of data sets for access other data repositories (open data, de-identified data sets, etc.)
 - This model of value capture is dominant in the mobile Apps. Typically free to download the basic version and any upgrades or further access require payment
- **Subscription Model**
 - A recurring fee for continued service or access
 - We see this model prevalent with digital assets from hosts such as Netflix and Spotify
- **Fee for Access**
 - Users can pay a fee for access to the products and services of a business. This model is starting to emerge for online web access to news articles, by charging fees to non-subscribers
- **Pay-Per-Use**
 - A metered service, where the user of the product or service has access and charged for the interactions when used
 - Typically seen in cloud-based SaaS (Software-as-a-Service) models
- **Social Value Exchange**
 - Value exchange does not have to be monetary. Private institution might gain access in order to provide better public services
- **Third Party Pays**
 - Government, philanthropy or corporate sponsors may cover the costs of operations

Concerns and Open Questions

During the civic digital trust workshop, we formed a breakout group to discuss limitations and concerns with the digital trust model. This section groups and lists the topics that were discussed and questions that were raised by the group.

Structure and Formation

Legislation in Ontario and potentially other jurisdictions is limited to allow the creation of a legal trust with open-ended beneficiaries, so new legislation maybe required to set up a new kind of legal entity.

Reaching agreement on use with diverse stakeholders is challenging. The draft aspirations and design principles will require trust participants to go significantly beyond mandatory legal recruitments. This includes voluntarily entering into a joint legal agreement(s).

The digital trust model is too abstract and immature to know how it really works yet. Therefore, most of the feasibility and viability issues are determined on a case by case basis rather than being repeatable.

Why will people and businesses submit data to the trust? Whats in it for them? Are the defaults: Explicit opt-in (automatically in) vs. opt-in (choice to be in) vs. opt-out (in automatically with options to opt-out)? Is there an ability to opt-out of collections (no-go zones)?

Who would gain value from trust? Who would be compensated? Businesses that generate data vs data-driven organizations: what are the models for equitable sharing?

Scope

What data is in and what is out? What is allowed use and what is not? What is the scope of authority for the trust? Who is accountable? What are the lines of communication with public, private sector and government? These are hard questions to get consensus on. To meaningfully address some uses the algorithms will need to be in scope.

Some of the concerns raised in a smart city that a trust might address relate to pre-existing private-market activity, such as mobile and consumer services data that might be combined with public realm data. For a trust to be effective, would it actually be given enough scope with respect to legal agreements and allowable uses to be useful? Can it address the broad spectrum of existing activity which maybe hard to define, agree and get participation for?

Geographic scope is hard to enforce and may not be a meaningful basis for determining scope of the trust, especially where the same data is collected under different consent agreements and for other uses outside of that geographic area. As the trust scales, geography is a less useful definition of scope than data content types and allowable uses.

If the beneficiary group is widely defined as any citizen or visitor to a zone in the city, who is allowed to bring action against the trust on their behalf and how?

Governance Challenges

Data in a trust is likely to have been collected under different consents or legal regimes. It is unlikely the multiple legal regimes can be harmonized. By voluntarily bringing data into the trust there is the need to clarify which has legal regime has precedence for the trust.

There will be significant cost and overhead for the trust to fulfill its duties. There must be a sustainable model to cover these costs for the long term. The trust will require specialist resources.

Different allowed uses by the trust may require opt-in versus opt-out by individuals / data subjects.

The trust will have to manage in an environment where meaningful consent may not realistically be achievable. Constructing measures to uphold the interests of data subjects and beneficiaries will require strong due diligence and clarity with regulators. While this has been achieved in healthcare for example, the established practices and understanding of risk versus collective benefit has yet to be fully understood and practical steps will need to be developed.

Must trustors fully cease ownership of data? Might they retain full ownership while handing over control, determination of allowable use, and enforcement of allowable use to the trust?

When a trustor donates data and/or code to a civic digital trust, what risks and legal obligations are also transferred to the trust?

Inclusive governance and decision making. How to manage different obligations with respect to private and public data? There is a potential for compliance rather than impact as central objective. How is compliance enforced?

The trustee needs to know what the interests of the beneficiaries are -- so civil representation will be critical -- such as through citizen representatives.

The potential of a data trust is in creating an additional fiduciary requirement on the trustees to manage data and algorithms in the interest of the beneficiary. However, for that to be the case the beneficiary needs to be actually able to hold the trustee to account or enforce their interest. This means the beneficiary needs to know of a wrong; have the technical capacity to prove it; and then the financial capacity to enforce it.

Is a data trust less agile than more collaborative cross-sector data for good projects?

Technical Challenges

If the scope of the trust is only a legal framework with no technical controls it may become harder for the trust to enforce. In practice, it may end up as a more retrospective validation or audit process, rather than fully pro-active management body.

Technical controls make the tracking and enforcement of allowable data uses more realistic. However, such technology will add operating cost to the trust and create the need to integrate those technical controls with the technology used by the trustors and licensees, which imposes a cost of participation on them. Given the current state of the art in data use audit and tracking, some significant further development may also be required for sufficient functionality to be widely available.

Will the technical architecture of the trust be secure? What are the risks of re-identification?

Have Your Say

Do you have a concern or question we haven't thought of? Add it here:

<https://www.surveymonkey.com/r/825HHFX>

In summary, there are many practical questions that still need to be answered before a civic digital trust could be established.

Use Cases: How a Civic Digital Trust Could Work

In this section, we explore particular uses of data within a smart city that can create public value. The purpose of creating imagined scenarios of use is to have a conversation about data sharing that is more relatable to everyday life. The details of each scenario draw on earlier discussions in the Primer (including different technical architectures and business models), putting the theory into practice.

The scenarios are illustrative, rather than realistic. They are not endorsements or recommendations of any particular civic digital trust model. We hope they get you thinking about what data you personally are and are not willing to share, for what uses, and how a trust could help.

We developed four use cases around key elements of smart cities to imagine how a civic digital trust could function in each scenario. Participants in our civic digital trust workshop created a fifth scenario to provoke discussions around the vast amount of data that is already being collected about us from our use of digital technology.

Utilities and Consumption

Currently, the utility consumption and appliance data within citizen's homes and the broader building data is primarily siloed and not shared broadly to utilize network effects of the data. In a connected world, how can we create a trusted sharing environment for better use of this data to improve building efficiency, increase safety for tenants and hit environmental targets?

Adaptable Building

With smart cities integrating elements of live, work and play into unified spaces, we are challenged to better understand how to balance these elements. With the use of technology we can capture the utilization of spaces like never before. How can we balance the need for privacy with generating the data needed to improve the spaces we live in?

Mobility

As cities continue to densify, the challenge of moving people across the city and neighbourhoods becomes evident. In a hyper- connected world there are opportunities to stitch together multiple types of data to create deep insights into the movement of humans. *Data from our travel habits, transit utilization, heat mapping the travel patterns of the city can be used to better move through the city, how can we enable this?*

Smart Health Assistance

There is a rise of preventative medicine, wearable technologies and access to information. We have great insights into our bodies and health that typically stays within our health apps and associated companies. Connecting that data to health services, emergency services can yield improvements to speed and efficiency of receiving treatment. How might we foster this collaboration to improve citizen health?

Enabled Citizen

We are currently living a life that generates mass amounts of data that is utilized by major technology companies. Our location, habits and preferences are well known and documented and that data is being used to influence our behaviours, enhance current products and services as well as develop new ones. *How can we enable citizens to regain control and manage this data effectively?*

These use cases can help have a focused conversation around what data is needed to make these scenarios, to further understand how the citizen will be affected and what the composition of civic digital trust will be. Through the development of the use cases, we have challenged our interviewee's to think through these dynamic situations and test the limits of what types of data are needed, how they will be collected, how this information will be used and who will have access to it. Overlaying potential civic digital trust models on top of these data uses allows for discourse around the strength of the model, where it fails and where it adds value. The use cases forthcoming, have gone through initial iterations but are still applicable to continue to test and have discussions around.

We encourage you to ask tough questions and provide input around the viability of the data trust in these contexts, the ownership and enforcement models that would allow for unbiased innovation, and to question the types of data needed and how its captured.

Sharing Energy Usage Data



Initial Use Case

In this connected future, buildings and homes will be better equipped to understand the usage of utilities in their homes and businesses. Citizens and owners can access this data and insights generated by third parties to make better choices around how they use these services and utilities. This information can be shared to users to benchmark against similar individuals or families to better understand their utility consumption footprint against their peers.

Data and Their Uses

Data Use	Data Needed	Data Capture Methods
Automated home and building management systems	Personal unit and business activity data. Occupancy data, Internal environmental data (sound, temperature, humidity etc) Weather and weather forecast data	In-home sensors (eg. Ecobee sensors, occupancy sensors) weather & weather forecast data feeds
District level optimization of energy system (storage, renewables)	Building utilization and consumption data Historical and projected usage Weather data Large appliance/ HVAC systems data	Building sensors Building Energy meters and submeters Building Automation Systems
Benchmarking and performance insights to home owners	Personal unit and business activity data Large end use appliance energy consumption data Whole building energy consumption data Self reported demographic data (e.g. how many people live at home etc.) to build consumer benchmarking profiles	Building and unit energy meters and submeters In-home sensors (eg. Ecobee sensors, occupancy sensors) end-use meters plug-load meters building energy reporting repositories

Targeted marketing for energy efficient products, conservation programs and rebates	Personal unit and business activity data Large end use appliance energy consumption data Self reported demographic data (e.g. how many people live at home etc.) to build consumer benchmarking profiles Self reported appliance information (# and types of appliances, age of appliance etc.)	In-home sensors (eg. Ecobee sensors, occupancy sensors) end-use meters plug-load meters
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There are three broad categories of data that will be needed to make buildings more energy efficient, healthy and comfortable. First, utility consumption data will be collected at a per unit and building basis from devices like smart meters, home and office accessories and sensors (e.g. Nest smart thermostats). Appliance and plug-load sensors can also aid in collecting device usage for items like your refrigerator, washing machine, and electric vehicle (EV) charging stations. Second, personal demographic data will be collected to segment usage and will be captured through building records and personal reporting (e.g. surveys). Last, environmental data, such as temperature and rainfall data will be collected to provide proactive mechanisms to reduce energy consumption.

To enable these uses, the following actors will be involved in collecting, sharing and using the data: building managers and owners, public utility companies, private energy management service companies, local technology companies, citizens and business owners.

How It Works

This Civic Digital Trust will need to balance key stakeholders through this new means of sharing data. To balance the public and private interest in this use case, the civic digital trust could be managed by the public library. The public library has a long history of stewarding and sharing information for the public interest. Decision making about the trust's standards and purpose will be through a democratic process that includes citizens from the neighbourhood and the broader region. Experts, including academics from universities, will be engaged to inform the citizen decision-makers about the potential benefits and harms of data sharing. Enforcement of the decisions made by the trust happens through government oversight by the privacy commission. Data will be decentralized, as many ecosystem players will need to be present to create value for major efficiencies.

What We Heard

Changes to the Trust Model

Participants developed a concept of layered management of the civic digital trust. Higher levels of personal data could be managed by an increasing presence of and role for citizens. Personal and home data would be best managed with a jury of citizens supported by experts to account for the private nature of the data. In contrast, public or neighbourhood building data could primarily be managed by the library, as presented in the initial use case, with voices of citizens and government to bring additional perspectives.

Decision makers should include broader stakeholder groups, including not for profit entities and an ethics board to provide advocacy from their domains of expertise.

Government was viewed as the right institution to manage the enforcement, but participants were aware of the potential power dynamic and looked for a transparent process for enforcement and right-to-audit.

New data and data uses

Data uses need to have clear terms of use and purpose to ensure 'good' behaviour of the data users.

Participants are cognizant of the power dynamics that may arise if landlords, utility companies, and private entities are privileged with too much information without sufficient regulations and standards to limit their influence in pricing and access to basic necessities (shelter, water, electricity, etc.).

Participants considered opt-in features for service discounts (e.g. for energy efficiencies). They also considered no-choice opt-in features for social obligation data (e.g. sensors for security and safety of a building).

Have Your Say

<https://www.surveymonkey.com/r/8DLJ6YY>

Summary

Important questions were raised around whether and how users would have the ability to opt-in to provide their data. Or would that choice would be made by the device or sensor provider that has aggregated data for that particular consumer segment, facility, or community? In the latter instance, what recourse do residents have to opt-out from providing their information to the trust? Does this capability need to exist if the data provided is aggregated and/or anonymized at source?

Commercial buildings often have a more complex dynamic, where some appliances and sensors are hard-wired into the building by the owner of the building, but it is actually the tenants who utilize the building and therefore the data generated represents their use. In these instances it can often be more complex to understand whose data is being collected, analyzed and shared, especially if the use case warrants getting consent or offering opt-out capabilities to the tenant or building owner.

If the public library is to manage the civic digital trust, key questions were asked around education and skills development at the public library. These gaps and education needs will need to be more fully defined if these options are to be considered in the future.

Sharing Building Space Data



Initial Use Case

With the emergence of live/work/play spaces in smart cities, builders need to carefully manage the co-existence of these three realms. Collecting data in these spaces will create both benefits and potentially new risks for landlords, tenants and businesses, ranging from noise complaints to space utilization rates of businesses. With modular building design, spaces can be dynamically optimized to meet the changing space needs (amount and quality) of tenants.

Data and Their Uses

Data Use	Data Needed	Data Capture Methods
Landlordâ€™s would maximize revenue by minimizing vacancy	Space utilization rates Demographic trends Space requirement forecasts Seasonal impact on utilization rates Demand and vacancy rates across city, neighbourhood	Computer vision Smart sensors Self reported user space projections aggregated data sources on realestate vacancy rates by city, neighbourhood etc.
Business tenants could adapt the space to meet their needs (up, down or in terms of quality).	Space requirement forecast data Space utilization data Demographic data of users Business growth data and forecasts	Computer vision Self reported data on business forecasts User surveys
Better law enforcement (noise complaints)	Environmental data (noise, smell data)	sound sensors that capture decibel levels but do not record the

		sounds, voices etc
Better emergency services (smell of natural gas, location of people stuck in a building during a fire)	Environmental data (noise, toxicity data) Air quality data	smoke, smell and toxicity sensors air quality sensors temperature sensors (esp. extreme weather events)

The data required in this scenario includes: data from the citizen's unit, the building, and from the local businesses located in these buildings. These personal sources and sensor data from citizens' units includes sounds, smells, toxicity and occupancy data. These sources extend to common spaces within the building as well at an aggregated level between buildings. For resident businesses, energy data from major appliances and machinery, utilization and spatial data, foot traffic, and historical and forecasted business projections are required.

These data sources can be collected through various sensors that can capture noise, sound, visuals or data through computer vision, air quality and toxicity. Data from appliances and end-use plug loads capture energy usage. Self-reported business forecasts are needed, and supplemented through Point of Sale systems and financial applications.

This information will be useful for the building owner and managers to better utilize their space and adjust fair market value rents. Local businesses will be able to better manage their business by aligning their space requirements and budgets to appropriate spaces.

How It Works

This trust is managed by a private sector corporation. They won a contract to provide impartial management of the trust for the purpose of efficient building management and tenant safety. Key decision makers will consist of citizens and tenants of the building, informed academics and experts. This mix of stakeholders provide perspectives on the livability of the community. A third-party enforcement mechanism will be in place to determine a social license to continue engaging with the use of the trust.

What we Heard

Changes to the Trust Model

Owners and managers of the civic digital trust must include a Business Improvement Area (BIA) or Condo Board representative to allow for alignment of the local interests in these spaces.

The stakeholder jury should expand to include perspectives from the tenant board, government and citizens outside of the local area.

Enforcement of the trust needs to incorporate legislation and policies, with the third party enforcement to extend beyond the rules of law and seek proactive recourse from entities that do not adhere to the standards of the trust.

New data and data uses

Purpose-driven collection of data is paramount. This means having a clear understanding of what the purpose of the data is used for and also the technology to capture only the data required.

Data must reside within Canada, but we must recognize and understand the potential politics at play by restricting data and residency within Ontario for multi-national corporations.

Have Your Say

<https://www.surveymonkey.com/r/87M8FG7>

Summary

The data and insights generated in this use case can benefit both commercial building owners and managers, as well as tenants to dynamically transform building use to maximize utilization rates and revenue.

The granular data and insights generated from this use case could however generate new challenges around managing access and equity around how decisions are made around who gets to use these spaces.

Given that this use case provides the building manager the power to allocate space up or down for a potential tenant using data and analysis of the space, new regulations and best practices may be needed to protect tenant interests and/or to determine how space is allocated when the building owner and the tenant don't agree on how much space should be allocated for their use.

Sharing Mobility Data



Initial Use Case

Mobility within cities has been a challenge for cities and citizens alike. Data on movement can help cities better manage the traffic of vehicles and pedestrians, especially during peak times of congestion. With a digital layer of the city, deep insights on live movement data can be collected from both citizens and sensors from the environment to better understand, manage, model and regulate traffic flow.

Data and Their Uses

Data Uses	Data Needed	Data Capture Methods
Support better urban design, safety and planning requirements	Geospatially referenced traffic movement data (speed, mode, time) Road Accident data Current and forecasted urban infrastructure data Current and forecasted demographic data	Traffic sensors Emergency vehicle data City planning data & models Statistics Canada data and models
Realtime traffic management & even public transit dispatch based on traffic flow	Geospatially referenced real-time traffic movement data (speed, mode, time) Smart infrastructure data (e.g. from traffic lights, sidewalks, cross-walks) Public transportation fleet, availability, capacity data and location data	Traffic sensors GPS data Smart infrastructure Public transportation fleet and operator data
Innovative mobility service offerings that address market gaps	Geospatially referenced historical and/or real-time traffic movement data (speed, mode, time) Smart infrastructure data (e.g. from traffic lights, sidewalks, cross-walks) Public transportation fleet, availability, capacity data and location data	Traffic sensors Smart infrastructure Public transportation fleet and operator data Emergency vehicle data

	Road Accident data Current and forecasted urban infrastructure data Current and forecasted demographic data	City planning data & models Statistics Canada data and models
Improve safety through improved enforcement (red lights, speeding etc.)	Camera data Speed data License plate data	Traffic cameras Speed sensors Ministry of Transportation
Faster provision of emergency services	Geospatially referenced traffic movement data (speed, mode, time) Road Accident data Geospatially referenced real-time traffic movement data (speed, mode, time) Smart infrastructure data (e.g. from traffic lights, sidewalks, cross-walks)	Traffic sensors Smart infrastructure Emergency vehicle data

Travelling through a city we generate several types of data that through transportation infrastructure, and we also generate personal data. Understanding the citizen's journey through the city as well as how their journey compares to the aggregated population can provide great insights. This data can be collected through current devices and applications on phones, such as directions in maps, upcoming appointments in calendar, and movement data through GPS. Traffic flow and management systems can capture data through sensors to track road utilization, types of vehicles (ie. transit, biking, scooters, walking). Adding in weather and environmental data collected through sensors will add another dimension to understand how people move through the city under various weather conditions.

This information will be valuable to many organizations. Major mobility players, including local and regional mobility agencies, mobility technology players and platforms, transportation planners and urban planners to better manage traffic and congestion in the city. Other users of this data include emergency services, venture companies, and navigation platforms.

How It Works

The civic data trust will need to incorporate the views of many stakeholders for the benefit of moving people more effectively and keeping pedestrians safe. A non-profit organization would be in a position to keep citizens best interests top of mind. Decision making ability will consist of a collaborative jury, including representation from citizens, government, private corporations, and academics. The enforcement mechanism would be a transparent enforcement process, where government legislation would be the standard with ability for the body to have the right to audit to ensure active compliance by organizations.

This data will be held in a semi-decentralized structure, with much of the infrastructure and public data sources held locally with public institutions. Private sector data will be stored via open cloud services. The trust will help open the data to collaboration with public agencies, the local innovation community and private institutions to foster innovation in this space.

What We Heard

Changes to the Trust Model

If government data is to be incorporated into a digital trust, then government needs to be part of the decision making group around what uses that data could be used for. Government would also need to retain the right to audit what its data was being used for.

Specifically define that the 'Types of Data' includes data provided by private sector actors.

New data and data uses

There was an initial assumption among users that the data under consideration was only public sector data. Therefore, there was an initial view that this data should be made available as open data, so that it does not give any one party monopolistic advantage in accessing the data.

Later in conversation, a need was identified to specify that the data trust would also include data from the private sector. Law enforcement uses generated a fair amount of discussion, with concerns expressed around predictive policing and policing bias, if there was now a way to tie an identity to a vehicle (based on real-time license plate detection) even before the vehicle or driver violated a rule.

Have Your Say

<https://www.surveymonkey.com/r/897RJYX>

Summary

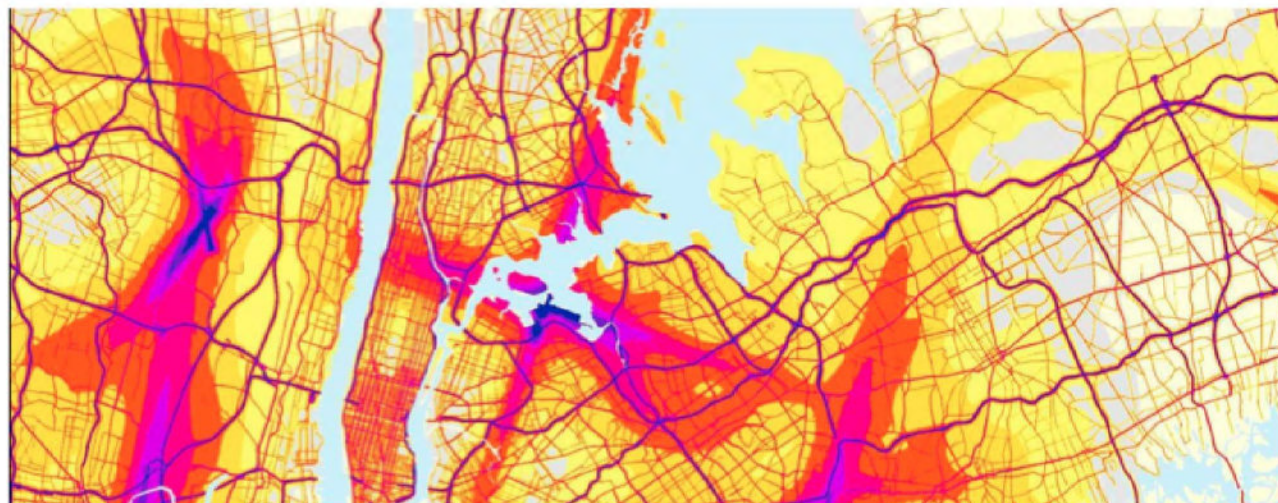
There was a strong need expressed to consider data de-identification at source by default, where use case specific exceptions. For example, for law enforcement purposes data cannot be de-identified at source.

There was general consensus that given the volumes of data involved around mobility data, it would be better to have a decentralized model for data storage, which could then be pulled from as per the rules of the data trust. This would ultimately also be more secure and efficient in terms of data management.

Standardization and indexing of data will be critical to the usability of the data given the different types of providers of the data, both across the public and the private sector data holders

Given the various scale of geographies at which mobility is undertaken, there was also a view that the answer to what and how mobility data is managed within a trust would be different. For example, the answer to what and how mobility data is shared within my community will likely not be the same as a national scope mobility trust.

Sharing Health Data



Initial Use Case

Preventative medicine and constant health tracking from wearable devices create a shift in the way cities can provide emergency and preventative health care services. Utilizing the ability to track vitals through wearables enables better identification of people at risk during extreme heat or cold, power outages or natural disasters, and helps better route and allocate ambulances and emergency services to hot spots. Better preventative health outcomes and policies can also be achieved through integrated analysis of environmental and personal health data-sets.

Data and thier Uses

Data Uses	Data Needed	Data Collection Methods
Provide better emergency response once falls are detected in homes with seniors	user health data sensor data to detect falls/impact user data	user health data from assisted living or care provider motion and impact sensors self reported user data
Preventative care and/or support for seniors, patients at risk of overheating or cooling in extreme weather events	weather & weather forecast data in home temperature, humidity, air quality data medical	geospatially referenced weather data feeds in-home sensors for temperature, humidity, air quality data from patient's

Remote monitoring supports aging in places safely and reduces burden of health care system

device &
monitoring
data
user health
data
user data

medical device
& monitors
user health data
from assisted
living or care
provider
self reported
user data

medical
device &
monitoring
data
user health
data
user data
in home
temperature,
air quality and
humidity data

data from
patient's
medical device
& monitors
user health data
from assisted
living or care
provider
self reported
user data
in-home
sensors for
temperature, air
quality,
humidity

The data needed in this scenario is a combination of personalized data as well as aggregated data of the population. Personal data includes activity tracking, vitals, in-home sensors, medical devices data and health records. With the prevalence of wearables and their increasing sophistication, much of this data can be captured. In this scenario, personal medical equipment and health agencies are able to integrate their systems for deeper insights into the health of the individual. Aggregated population health data can be gathered through personal sources and health agencies to provide demographic trends that can provide more responsive emergency services. Weather and environmental data will be useful in predicting and locating potential problem areas and can be captured by sensors throughout the city.

There are many potential users of this data. Health researchers and emergency services will generate benefits for the health and well being of citizens. Citizens themselves will be able to understand their personal health in better ways and make healthier choices. Private institutions, health practitioners, and urban planners can utilize this data to make better decisions of their products, services and patient care.

How It Works

Health is a case of utmost privacy, and we put the onus on government to take the lead to manage and direct the choices of permissible data use. Government has developed enhanced capabilities to manage the data, provide security and usage access to the trust for improved health outcomes. A hybrid government with citizen jury would be present to further make decisions of the trust, with input from expert academics to provide insights and recommendations based on current and future trends of the industry. A separate government entity would be responsible for enforcement of the civic digital trust's permissible data uses.

Highly sensitive data, such as personal medical records and information from medical devices would be held directly in trust. Personal health data captured from wearable devices from private organizations will be stored domestically with decentralized integration into the trust.

What We Heard

Changes to the Trust Model

A more collaborative approach was recommended by participants. A collective multistakeholder group of citizens, government and community groups will need to collectively manage the civic digital trust. Citizens would be the driver of the decision making within the trust, with experts informing the decision making process. Enforcement needs to have an agency to be a proactive regulatory body. Policies and legislation are too reactive and an agency would be a method to be able to regulate more effectively.

New data and data uses

Additional data uses were developed that were more future focused. Precision medicine and health services would be enabled with cross-institution data sharing, where the individual is better known in the health system. [Health incentives](#) and preventative health trends would be enabled with both public and private sector integration utilizing step and activity tracking to align fitness goals and promote a healthy lifestyle. Anonymized data capture is top-of-mind for the public for aggregated demographic trends and public realm data.

Have Your Say

<https://www.surveymonkey.com/r/8VWYF25>

Summary

We already have a number of health entities that are and/or could be charged with managing access to digital health records. However, most do not include formal, multistakeholder decision making bodies. More thought should be given to how these existing health actors can be better leveraged to meet market needs and/or provide guidance to a potential civic digital trust.

Given that the majority of health sector data is managed by government and public sector entities, some serious thought should be given to whether they have the requisite expertise and capacity to provide the data needed for enabling the emerging digital trust use cases.

Combining Consumer and Public Realm Data



Use Case Developed in the Workshop

The average person [checks their phone](#) every 12 minutes, which adds up to 80 times per day. Data generated from these and other digital interactions dwarfs the amount of data currently collected by cities. It provides insights into individuals' lives at a level of detail and breadth never before possible. Individuals must provide consent for all the services used and data collected. However, full awareness of the data collected and its uses is impossible for anyone to keep up with. As data from those services is combined, the ability to create super-profiles of individuals' lives and movements increases and the risks of re-identification and commercial misuses increase.

This set of data and associated commercial uses and re-uses in themselves are a use case for a data trust to be able to assist consumers with consents and ensuring data is actually used in their best interests. Further, what if such depth of consumer behaviour data is able to be used with additional data collected from the public realm?

This case study is not one that we had prepared for the participatory workshop. It was one that emerged from participants who wanted to study "the elephant in the room" - all of the data that is already being collected about us.

As with all of the other use cases outlined, there is the potential for a heightened level of consumer profiling for targeted advertising and physical and digital service customization as a result of their health data, use of energy and buildings or mobility services. While some consumers may welcome that, the risk of marginalization of those unable to participate - or exploitation of those with no choice but to participate - may also occur. This use case is set within the wider context of a move towards a broader societal understanding and involvement in data; and of corporate responsibilities and accountability in the digital age.

How It Works

This wider scope for a trust is defined in terms of the individual and the rights to data about them, rather than being defined by geography. It presents important considerations for how to define the trust and if a trust can cover such a breadth:

All third parties collecting any data for those within the geo-fenced area of the trust would be subject to the rules and obligations of the trust. This would include data for those that live, work or visit the area

Should that trust have a regulatory role on behalf of the citizens of that geo-area for managing the data those citizens produce? With this wider scope, the trust would be an initial test case for a broader governance mechanism on behalf of consumers.

The consumer could be presented with an additional consent option of accept, reject or let the trust manage and assure the selected use of data. Would the trust then be better able to address the competitive disadvantages that new service providers face due to the massive existing consumer profile data held by incumbents?

What We Heard

This level of existing data aggregation and use by private industry is seen as the elephant in the room. As a result in this use case the trust would have the fiduciary has responsibly not just for the data being collected from the new devices in the public realm, but from existing ones (ATM's, phones, cars, fitbits, etc.). Individuals would be able to sign up for the service the trust offers (opt in) and the trust would have the authority and resources to handle the data on their behalf.

For a service provider to get access to the data gathered from their own their devices, they would have to agree to a license agreement or to have their data open. So contractually that starts to open up an individual's data sets through that individual's control, managed on their behalf through the trust, to other service providers and level the commercial playing field.

This model would allow an experiment of how to resolve what is today an impossible situation of each us as individuals to manage our own data plus those from new sensors in the environment.

Broad Citizen and Stakeholder Engagement

During the civic digital trust workshop, participants identified some next steps for engaging citizens and stakeholders in a broader conversation. This section summarizes their advice.

Who we need to Engage

Broad engagement by the citizens of Toronto, public and private sector is needed to help shape this complex and important topic of data governance. Looking to all these stakeholders for input and feedback will require a substantial effort to understand the motivations and concerns of each. Large projects tackling data governance, such as the [DECODE](#) effort in the EU, provide an example on how to engage the public utilizing strategic pilots to create engagement, test technologies and platforms, and gather feedback.

Citizens at the Centre

Through the development of the civic digital trust, there must be citizen representation at all stages. Because the trust will provide stewardship of data generated from the activity of citizens, the citizens themselves should be the primary beneficiary that we design this trust around.

Governments, regulators and public agencies should be the conveners and facilitators of this conversation, as they have formal authority and a duty of care. These stakeholders are fundamental to the conversation and will need to be in close collaboration during the process.

Key Stakeholders

We recognize that there are categories of stakeholders that will need to be consulted and included in this process.

Experts and Academia

Domain experts and academics on the forefront of digital governance, data, privacy, and civic participation will need to be consulted to provide the latest evidence to inform design of the trust.

Community Educators

The community educators are the linch-pins in various community groups. These are the not for profits and community groups like Open North, Digital Justice Lab, and MaRS to name a few, that have a pulse for their community to be able to voice those perspectives, as well as provide domain expertise in their field. Whether its the voices of the start-up communities, open data and governance initiatives, or inclusive innovation, participants said we need to have more of these voices involved in co-creating potential solutions.

Innovators

The innovators include the local civic and urban technology community. It is important to have their perspectives to ensure the models of data governance does not put them at a disadvantage compared to multi-nationals that already conduct business here in Canada.

Policy Makers & Conveners

This group of policy makers needs to be in close proximity to the project for two reasons. First, the civic digital trust will need to operate within the legislation and rules governing privacy and acceptable uses of data. Secondly, we see the legislation and trust models as complementary pieces, and must work together to provide proactive protection of citizen data and privacy.

Community Groups

These are the citizens in prominent groups in the city. Youth, local community groups, are actively solicited to partake in research studies, and contribute to the city they would like built. Toronto is a very diverse community of individuals from many different races, social statuses, and we must continue to capture their voices to make sure as we design smarter cities.

Core Service Providers

These stakeholders include entities that provide core services to the city. Included are the telecommunication providers, utility companies, emergency services and essential services, like hospitals and education providers. Many of these industries are undergoing transformations with the emergence of technology, and having these stakeholders in these discussions will help identify uses of data that may need to be considered in future prototypes.

At Risk of Being Forgotten

These are the citizens that typically do not have prominent voices in Toronto. Currently, informed citizens around this topic are engaging through round table discussions and workshops, but many more are still forgotten or disengaged in this process. A few groups we should work hard to include: new Canadians, refugees, individuals experiencing homelessness, individuals with mental disabilities, unemployed, pregnant mothers, individuals in poverty and individuals living in an analogue world with no technology. It is important to solicit feedback from these groups to ensure the diverse voices in Toronto are being captured, and that a civic digital trust works for the benefit of all.

Prototyping Civic Digital Trusts

Prototyping a civic digital trust has been identified as an opportunity to explore how a potential smart city civic data trust could be operationalized in Toronto. A limited and narrowly defined civic digital trust prototype offers a unique opportunity to dramatically reduce the potential risks, costs and time required to extract the key learnings that are critical for advancing the exploration of a civic digital trust in Toronto. Workshop participants developed the following considerations.

Selection Criteria

Key criteria for selecting a use case for prototyping should include the following considerations:

- Have a strong use case that drives the prototyping exercise (North Star use case)
- Generate compelling public value and wide public interest
- Connect both public and private sector datasets
- Look at using high quality data-sets to manage costs
- Use less sensitive datasets to reduce the risk of experimentation

Participants recommended developing a use case that explores data that is collected in the following four different scenarios:

- Data collected from public spaces
- Data collected in private spaces
- Data collected from semi-public spaces (hotel lobby or private parking lots)
- Data collected from cell phones (which was identified as a unique enough data source that it needed to be considered separately)

Possible Prototypes

Deciding what use case should be tested first was a challenging exercise to consider. Some ideas to consider were:

- Understand critical issues that underly the dataset needed for the use case before selecting it

- Limit the number of datasets used but consider going deep into the planned and unplanned uses of the data

- Develop a use case that can leverage existing projects that are capturing and analyzing high quality data sets. An example used in the mobility sector was around the use of data that was being collected for the [King Street pilot](#).

Resourcing

Key resources that would be needed to develop a prototype include:

- Key stakeholders with a well defined use case that can be unlocked through existing datasets

- High quality standardized data sets

- Key public and private sector stakeholders

- Key users of data set for defined use case

- Independent expertise across multi-disciplinary sectors (legal, data protection, public interest, etc.)

- Funding for supporting all aspects of prototype design, execution and evaluation

Evaluation

Establishing whether a prototyping exercise was successful could be established through the following key factors:

- The achievement of key metrics and design principles as defined at the start of the prototyping process

- Establishing whether the:

- Data users still want to continue to use the data

- Data subjects still want to have their data used

- Establishing whether the use case and associated architecture can be expanded beyond the prototype geography

- Understanding whether citizens understand the value that a trust is providing

Developing Alternative Data Sharing Models

A breakout group during the civic digital trust workshop discussed alternative ways to share data other than through a trust. Workshop participants and secondary research has identified the following options.

What are the Alternative Legal models

There are many existing models for how to agree the use of data between multiple private and public organizations and all of which have many variations specific to the situation. For the purpose of briefly comparing alternatives to a data trust we shall simplify somewhat by thinking about how different models vary based on:

1. How the data use agreements are structured in terms of the interests of one party versus being structured in the interests of many parties or the wider public interest
2. If enforcement of the terms of data use is internal to the parties to the agreement or if there is external enforcement to uphold the wider consumer or public interest

Data licenses

Many data use arrangements between two single organizations are handled as data licenses allowing the other party to make use of data for a specific purpose.

This model is framed entirely around the needs and interests to the licensor or licensee, and any public good at stake has to be captured in the application and use by the licensee.

Enforcement of appropriate data use is only between the two parties upholding their respective interests

Data Sharing Agreements

Data Sharing agreements allow the exchange and use of data between multiple parties and typically include licensing provisions on IP and allowable uses by all parties using the data and any common commitments to contributing data and other resources.

This model is framed around the collective needs of all the parties sharing data

Enforcement of appropriate data use is only between the set of parties in the sharing agreement.

Data Cooperatives, Joint Ventures and Partnerships

A cooperatives, partnerships and joint ventures creates a set of agreements between participating organizations to manage the combined set of data in the interests of those contributing partners or members not just the needs of one or two organizations alone. This model extends into ensuring the business interests or outcomes are upheld and it may even create a distinct entity to manage that common interest. Agreements can become more complex in covering multiple contributing partners, their separate and joint interest in their individual IP individual and new IP form combined data and uses.

These models are all framed around the shared needs and interests of the data contributors within the cooperative, joint venture or partnerships as well as some common goals they are all seeking to achieve be those commercial or public interest goals.

Enforcement of use is still up to the set of parties in the data sharing agreement

Data Collaboratives

Data Collaboratives are a new form of collaboration, beyond the public-private partnership model, in which participants from different sectors—in particular private-sector actors – exchange their data to create public value. Data collaboratives are an emerging model for unlocking the value of corporate data to find new, innovative, and data-driven solutions to combat public problems.

The agreements now become framed around the wider outcomes and beneficiaries rather than the needs of the participants themselves

- Enforcement of agreements and data use is still between the parties in the data collaborative

Ethics boards

Ethics boards have long been used in research situations where the use of data in the wider public or scientific interest needs to be considered and decided, where there are potential implications on individuals.

The agreements now become framed around upholding wider ethical considerations, managing risk and undue harms as a result of data and its analysis.

The ethics board itself may now have a direct enforcement mechanism on the user of the data such as to halt use, remove funding or professional designations etc.

Designated organizations

Designated organizations are a model often used in health care or other personal record situations such as education or welfare where consent cannot always be meaningfully obtained but the data is critical to the delivery of services, such as healthcare, in the interests of the individual or when used in aggregate the population at large. In these cases specific legislation defines what those designated organizations can hold, who can have access and for what purpose and the controls that must be in place. The agreements that determine data and its use are framed in the interest of the individual and wider population

Most designated organizations are subject to specific oversight and enforcement mechanisms appropriate to the nature of their work and their sector.

Where do Civic Digital Trusts fit Alongside other Solutions?

A Civic Data Trust would fit at the top of both spectrums. The agreements on data use are framed in interests of the wider public interest and potential data subjects or individuals whose consent cannot meaningfully be obtained in advance or for all uses. The trust model provides for an explicit enforcement mechanism against members of the trust, but additionally against the trustees if they are not acting in the interest of the beneficiaries (subject to them being able to use that enforcement).

General References

Reference	Description
	A broad survey of the data literature that summarizes five different ways to think about data trusts:
Jack Hardinges, What is a Data Trust?	<p>A data trust as a repeatable framework of terms and mechanisms.</p> <p>A data trust as a mutual organisation.</p> <p>A data trust as a legal structure.</p> <p>A data trust as a store of data.</p> <p>A data trust as public oversight of data access.</p>
	Special project at the ODI around how to increase access to data while retaining trust. Article revolves around four key areas when thinking about a data trust.
Jack Hardinges, Defining a Data Trust	<p>Applying the legal trust concept to data</p> <p>The motives of a data trust can be both good and bad</p> <p>Protecting against poor uses of data and supporting good ones</p> <p>Piloting a data trust</p>
Bianca Wylie and Sean McDonald, What is a Data Trust?	
Sean McDonald and Keith Porcaro, The Civic Trust	
	Nesta , a global innovation foundation focused on solving the big challenges of our time. The following are a few blogs around the issues of data, privacy and innovation.

Nesta Blogs

["Eight smart cities that are restoring privacy and empowering citizens with data"](#)

["Striking a balance: Data protection vs. Data Driven Innovation"](#)

[GovLab](#), improving people's lives by changing the way we govern

GovLab

[Data Collaboratives](#)

[Data Responsibility](#)

Technical References

Dame Wendy Hall and Jérôme Pesenti, [Growing the artificial](#) Intelligence industry can be grown in the UK. The report made a widely referenced recommendation to

[intelligence industry in the UK](#) establish a data trust and provides a high level description of how it could operate.

Quyet H. Cao et al., [A trust model for Data Sharing in smart cities](#) A study focused on data usage transparency and accountability and propose a trust model for data sharing in smart cities, and a mechanism to enhance transparency and accountability for data usage.

Zaheer Khan et al., [Towards CloudBased Smart Cities Data Security and Privacy Management](#) The framework in this study aims to provide end-to-end security and privacy features for trustable data acquisition, transmission, processing and legitimate service provisioning

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 1, 2019 9:47 AM
To: Edward Chalupka
Subject: time for a quick call this a.m.?

No crisis but want to check in on a few questions before I have my bilat with Glenn at 11:00.

Thinking 15mins would do if you can find the time.

Thx.
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
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nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 1, 2019 5:54 PM
To: 'Meg Davis'
Subject: RE: Monday - post Civic Lab

Another time hopefully ☺

From: Meg Davis [mailto:MDavis@waterfrontoronto.ca]
Sent: March 1, 2019 4:00 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Manning, Catalina (MOI) <Catalina.Manning@ontario.ca>; Brett Howell <[REDACTED]@toronto.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Re: Monday - post Civic Lab

Hi all. I'm at a conference Monday and not at civic Labs [REDACTED] So sorry to miss out! .

Sent from my BlackBerry — the most secure mobile device — via the Rogers Network

From: nancy.faraday-smith@canada.ca
Sent: March 1, 2019 10:44 AM
To: [REDACTED]@waterfrontoronto.ca; David.Stonehouse@toronto.ca; Wendy.Ren@ontario.ca; Catalina.Manning@ontario.ca; [REDACTED]@toronto.ca; Cam.Whitehead@ontario.ca; KVerner@waterfrontoronto.ca; MDavis@waterfrontoronto.ca
Cc: shawn.tippins@canada.ca
Subject: RE: Monday - post Civic Lab

[REDACTED]

From: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: March 1, 2019 10:33 AM
To: David Stonehouse <David.Stonehouse@toronto.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Manning, Catalina (MOI) <Catalina.Manning@ontario.ca>; Brett Howell <[REDACTED]@toronto.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Monday - post Civic Lab

As am I – [REDACTED]

[REDACTED]

From: David Stonehouse <David.Stonehouse@toronto.ca>

Sent: Friday, March 1, 2019 10:29 AM

To: 'Faraday-Smith, Nancy (INFC)' <nancy.faraday-smith@canada.ca>; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Manning, Catalina (MOI) <Catalina.Manning@ontario.ca>; Brett Howell [REDACTED] <[\[REDACTED\]@toronto.ca](mailto:[REDACTED]@toronto.ca)>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>; Edward Chalupka <[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>; Kristina Verner <KVerner@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>

Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

Subject: RE: Monday - post Civic Lab

I'm in [REDACTED]

David Stonehouse
City of Toronto
Waterfront Secretariat
City Planning Division
416-392-8113
481 University Avenue, 6th Floor

From: Faraday-Smith, Nancy (INFC) [<mailto:nancy.faraday-smith@canada.ca>]

Sent: March 1, 2019 10:22 AM

To: David Stonehouse <David.Stonehouse@toronto.ca>; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Manning, Catalina (MOI) <Catalina.Manning@ontario.ca>; Brett Howell <[\[REDACTED\]@toronto.ca](mailto:[REDACTED]@toronto.ca)>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>; Edward Chalupka <[\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)>; Kristina Verner <KVerner@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>

Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>

Subject: Monday - post Civic Lab

Happy Friday and SO LONG February!

As you know, Shawn and I will be in town on Mon/Tues next week. [REDACTED]

Let me know and if I've forgotten anyone please feel free to forward.

Nancy

Cariaga, Flordeliza (INFC)

From: Hobbs, Joshua (INFC)
Sent: March 5, 2019 11:59 AM
To: Powroz, Jen (INFC); Khodr, Lama (INFC); Tam2, Pauline (INFC); Marchildon, Caroline (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: FW: CCLA letter, response from Waterfront Toronto

Hi all, see below. Lama, would you mind flipping this into the Minister's Office?

Nancy, have you shared with Glenn and/or the Deputy?

From: Andrew Tumilty [<mailto:ATumilty@waterfronttoronto.ca>]
Sent: March 5, 2019 11:51 AM
To: Don Peat <Don.Peat@toronto.ca>; Deborah Blackstone <Deborah.Blackstone@toronto.ca>; Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>; MacGillivray, Lauren (MOI) <lauren.macgillivray@ontario.ca>; Sousa-Dias, Sofia (MOI) <sofia.sousa-dias@ontario.ca>
Cc: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>
Subject: CCLA letter, response from Waterfront Toronto

Good morning,

Just to advise everyone, we received requests for comment from the Star, the Globe, and the Canadian Press, regarding the letter sent this morning from the Canadian Civil Liberties Association to all three levels of government. You can read it [here](#).

Waterfront Toronto has sent the statement below, and will send the same to any other media outlet who request comment.

Thank you,
 Andrew

Sidewalk Labs only has permission to develop a proposal for Quayside that will be subject to a thorough, transparent, and extensive evaluation process. This process will include all three levels of government, external subject matter experts, and extensive consultations with the general public. Should it be approved, no part of the proposal can be implemented without meeting federal and provincial regulations, as well as receiving municipal planning and zoning approvals.

andrew tumilty | media relations and issues advisor | [Waterfront Toronto](#) |
 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED] | atumilty@waterfronttoronto.ca |
www.waterfronttoronto.ca



Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 5, 2019 12:02 PM
To: David Stonehouse; Redish, Adam (MOI); Ren, Wendy (MOI)
Cc: Whitehead, Cam (MOI); Manning, Catalina (MOI); Brett Howell; Tippins, Shawn (INFC); Ren, Wendy (MOI)
Subject: Canadian Civil Liberties Association open letter to PM, Premier and Mayor

David, Adam et al,

This morning the Canadian Civil Liberties Association (CCLA) posted an online letter to the PM, Premier and Mayor challenging the constitutionality of the Quayside project – that the RFP went out before public consultation – and signalling that they are contemplating litigation on this matter (see below). In the immediate, they are asking each order of government if they are prepared to “hit reset” on the project.

Nancy

OPEN LETTER

March 5, 2019

The Rt. Hon. Justin Trudeau
 Prime Minister of Canada
 House of Commons
 Ottawa, Ontario K1A 0A6

The Hon. Doug Ford
 Premier of Ontario
 Legislative Building
 Toronto, ON M7A 1A1

His Worship John Tory
 Mayor of Toronto
 100 Queen St W,
 Toronto, ON M5H 2N2

RE: Waterfront Toronto Reset

Dear Prime Minister, Premier and Mayor,

We are writing to you about the Smart City initiative for the Toronto Eastern Waterfront, the Quayside Sidewalk Toronto project. The Canadian Civil Liberties Association (“**CCLA**”) believes that your decisions and activities, through Waterfront Toronto [1] and otherwise, are unconstitutional and contrary to statute, common law and administrative law. We respectfully submit that it's time for a reset of this project. Hit CTRL-ALT-DELETE on Sidewalk Toronto: *before* bidding and procurement, you must first legislate protections for the people from the risks of surveillance capitalism on our streets.

CCLA is an independent, non-partisan, national organization that's been promoting and defending Canadians' rights and freedoms since 1964. Small but mighty, we have sought to insert ourselves into every major civil liberties issue facing Canada for the past half century. CCLA, on this issue, through this letter, stands on the shoulders of

countless citizens, activists, experts, and journalists in Canada and abroad, on the streets, through public forums, committee meetings, online and on campus.

CCLA submits that Sidewalk Toronto and the Quayside project should be reset, with your 'creation,' [2] Waterfront Toronto, issuing no new Quayside RFP until all three levels of government, after adequate public consultation, have established digital data governance policies for the appropriate collection, ownership, use and residency of personal information and other data obtained from public places in any embedded sensor laden, data harvesting Smart City contemplated for Quayside. This was the path trodden by Smart City Barcelona, which changed course in 2011, rendering it a global leader for citizen-focused Smart Cities.

Not for the first time, private enterprise got ahead of you and strove to exploit an unregulated frontier. Meanwhile, the legal vehicle you created to be the "public advocate and steward," [3] Waterfront Toronto, put the cart before the horse. Powers were given away to a private enterprise that cannot legally be given away. Waterfront Toronto also exceeded its own powers under its governing statute. Waterfront Toronto was supposed to be a real estate revitalization company, not an unelected, unaccountable Data & Privacy Czar, lacking any such authority from Parliament, Queen's Park or City Hall.

The constitutional problem boils down to outsourcing the public interest to a private company without any democratic or legal authority. That in turn risks civil liberties within a free and democratic society. Only elected legislators have the constitutional authority to enact civil liberties protections in law. But you left that task to a subsidiary of Alphabet Inc. Protecting the public interest, forging the rules of the road for data, surveillance and privacy within a Smart City: that's your constitutional job, as leaders of our three levels of government. The constitutional error that arises with outsourcing the public interest is manifold but it's akin to a government retaining Exxon to design a country's energy policy.

What are the *Charter* risks? We believe that the Waterfront Toronto-Sidewalk Labs Framework Agreement and the Plan Development Agreement ("**PDA**") contemplate a non-consensual, state-authorized mass capture of Canadians' personal information. As such, the *Charter* is engaged and breached: namely, Canadians' right to privacy under the *Charter*, section 2 (fundamental freedoms of assembly and association), section 7 (life, liberty and security of the person), and section 8 (unreasonable search or seizure). The PDA also violates privacy statutes applicable to Waterfront Toronto, which is not above the law.

The CCLA is contemplating litigation in this matter because your respective governments behave as if unaware that, constitutionally, the emperor has no clothes. Canada needs you to develop the federal, provincial and municipal policies for a Smart City (whether at Quayside or elsewhere in Canada) **before** the procurement process, not after. As such, CCLA argues for a reset of Sidewalk Toronto, rather than a scrapping of a Smart City altogether. A change of course is needed. Ask not what your country can do for technology – ask what technology can do for your country. If you won't reset through government or by elected assembly, civil society may need to through the courts.

With this open letter to you, we are also asking the public to reach out to their democratic representatives, if they agree, to hit the reset button on Smart City Toronto. In the spirit of public debate, we are also encouraging your governments to respond to this letter, and debate these ideas in your legislative assemblies.

Are you contemplating such a reset? If so, when and how? If not, why not? Thank you for considering the foregoing, and we look forward to your response.

Sincerely,

Michael Bryant
Executive Director & General Counsel
Canadian Civil Liberties Association

Dr. Brenda McPhail
Director of Privacy, Technology & Surveillance
Canadian Civil Liberties Association

From: Kristina Verner [<mailto:KVerner@waterfrontoronto.ca>]
Sent: March 5, 2019 11:35 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: CCLA

<https://ccla.org/open-letter-ccla-calling-reset-waterfront-toronto/>

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 5, 2019 5:43 PM
To: Edward Chalupka; Tippins, Shawn (INFC)
Subject: Re: Email address for Stephen Diamond?

Much appreciated - thanks!

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Edward Chalupka
Sent: Tuesday, March 5, 2019 5:34 PM
To: Tippins, Shawn (INFC)
Cc: Faraday-Smith, Nancy (INFC)
Subject: Re: Email address for Stephen Diamond?

stephen@diamondcorp.ca

Get [Outlook for Android](#)

From: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Sent: Tuesday, March 5, 2019 5:22:24 PM
To: Edward Chalupka
Cc: Faraday-Smith, Nancy (INFC)
Subject: Email address for Stephen Diamond?

Ed - would WT have an email address for Steve Diamond that can be shared with us? [REDACTED]

[REDACTED] Many thanks, ST.

Sent from my BlackBerry 10 smartphone on the Rogers network.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 6, 2019 10:35 AM
To: 'Kristina Verner'
Cc: 'Edward Chalupka'
Subject: RE: CCLA

Hi Kristina,



Nancy

From: Kristina Verner [mailto:KVerner@waterfronttoronto.ca]
Sent: March 5, 2019 11:35 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: CCLA

<https://ccla.org/open-letter-ccla-calling-reset-waterfront-toronto/>

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 6, 2019 8:27 PM
To: Meg Davis
Cc: Kristina Verner; Edward Chalupka; David Stonehouse; Kevin Greene
Subject: Re: MIDP timelines

That's perfect - thanks for the quick reply.

Sent from my BlackBerry 10 smartphone on the Rogers network.


From: Meg Davis
Sent: Wednesday, March 6, 2019 8:23 PM
To: Faraday-Smith, Nancy (INFC)
Cc: Kristina Verner; Edward Chalupka; David Stonehouse; Kevin Greene
Subject: RE: MIDP timelines

Hi Nancy. We're putting the email together to send out to you all – should be tomorrow. I saw a draft today so just finishing it up. Hope that's ok. Thanks

meg davis | chief development officer | [Waterfront Toronto](#) | 1310-20 bay street | toronto ON M5J 2N8 | 
mdavis@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Wednesday, March 6, 2019 7:15 PM
To: Meg Davis <MDavis@waterfronttoronto.ca>
Cc: Kristina Verner <KVerner@waterfronttoronto.ca>; Edward Chalupka <@waterfronttoronto.ca>; David Stonehouse <David.Stonehouse@toronto.ca>
Subject: MIDP timelines

Hi Meg,



Thanks,
Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 7, 2019 10:00 AM
To: 'David Stonehouse'; Ren, Wendy (MOI); Nassif, Marie-Pier (INFC); 'Edward Chalupka'
Cc: Tippins, Shawn (INFC); Campbell, Glenn (INFC)
Subject: Sidewalks Labs may lose interest if transit isn't built: CEO

In case you hadn't seen. [REDACTED]

Sidewalks Labs may lose interest if transit isn't built: CEO

Quayside project

QSUAiYSdIDeEPwROJEaCTIk Labs may lose interest if transit isn't built: CEO

- The chief executive officer of an Alphabet-backed entity planning a high tech neighbourhood in Toronto revealed Thursday that mass transit might be the project's deal breaker.

Dan Doctoroff of Sidewalk Labs told The Canadian Press in an interview that his company may lose interest in the project if transit to the area isn't built.

"At the end of the day, if there is no light rail through the project, then the project is not interesting to us, to be perfectly honest," he said.

"I think if we ultimately get to a place - and we are by no means there and we remain optimistic - but get to a place where we conclude that achieving the lofty ambitions that we and Waterfront Toronto and their government constituents have established for this project are not possible then obviously we would be foolish to continue."

Doctoroff's remarks about the project - a partnership with Waterfront Toronto involving bringing affordable housing, heated sidewalks, raincoats for buildings and autonomous vehicle infrastructure to 12 acres of the city's waterfront known as Quayside

- come weeks after transit details were leaked to the media and were met with concerns and some calls for the project to be scrapped.

The ideas included the funding a transit line by Sidewalk Labs in exchange for a cut of property taxes and developer fees.

In the wake of the leak, an Ontario government source, speaking on condition of anonymity because they were not authorized to discuss the project, told The Canadian Press the government was unaware Sidewalk Labs had such hopes and said "as it is written, there is no way our government would sign off on that plan."

On Thursday, the Canadian Civil Liberties Association added to the heat by threatening litigation if the project is not "reset."

Doctoroff indicated that he is aware of the developments and is not surprised by them because he feels they are a natural part of bringing innovation to a swath of land he has continuously painted as long being underdeveloped and "dramatically sub-optimal without the expansion of mass transit." He believes Sidewalk's funding can get transit built more quickly.

Doctoroff said there are a "bunch" of other transit ideas that the company is open to exploring, but he is unsure which ones they could zero in on.

And while he expected challenges with the project, he acknowledged the company's traffic analysis has unearthed some surprises.

"We weren't aware of the mobility issues and how severe they are," he said.

"We didn't know enough about the site a year ago or more than a year ago."

Aside from transit, Doctoroff also opened up about how the project is faring with potential partners, whom the company has long said it would be open to working with, despite being willing to fund and build the project itself if it can't find companies to collaborate with.

"We have had a lots of expressions of people who would like to invest alongside of us," he said. "We at most expect to develop 10 to 15 per cent (of the project). That is what we think is necessary simply to prove to others that what we are talking about makes sense. We are prepared to take that risk, but I think others are prepared to do that with us."

Doctoroff also discussed one of the project's most controversial issues: data. Quayside watchers have long worried about the large amounts of information that could be collected through phones, sensors and other devices used in the neighbourhood.

Sidewalk Labs has proposed an independent civic data trust be set up to establish rules around data use, make it open and accessible to people while offering privacy protection and ensure that Sidewalk Labs does not receive any special status or rights when it comes to data access.

Sidewalk Labs hasn't said what data could be collected in Quayside, but Doctoroff said people in the neighbourhood will likely be able to opt out of having their data shared for "some things."

"The issue with data in public space is it is very hard to get people to opt in or opt out because you just don't know who they are and they are moving through," he said. "Therefore, our belief - and it will have to get approved - is that is a public policy question that ultimately needs to be interpreted by this independent trust."

Exactly how these concepts will work will be contained in an official plan to be submitted soon and subject to approvals from all three levels of government.

Doctoroff said the report will also contain information on how much the company intends to profit from Quayside.

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 7, 2019 10:46 AM
To: 'Edward Chalupka'
Cc: Tippins, Shawn (INFC)
Subject: RE: call today?

OK, how about 2:30?

From: Edward Chalupka [mailto:██████████@waterfrontoronto.ca]
Sent: March 7, 2019 10:42 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: call today?

I am in a meeting at noon but am free between 1 and 3:30. Does that work for you?

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, March 7, 2019 10:05 AM
To: Edward Chalupka <██████████@waterfrontoronto.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: call today?

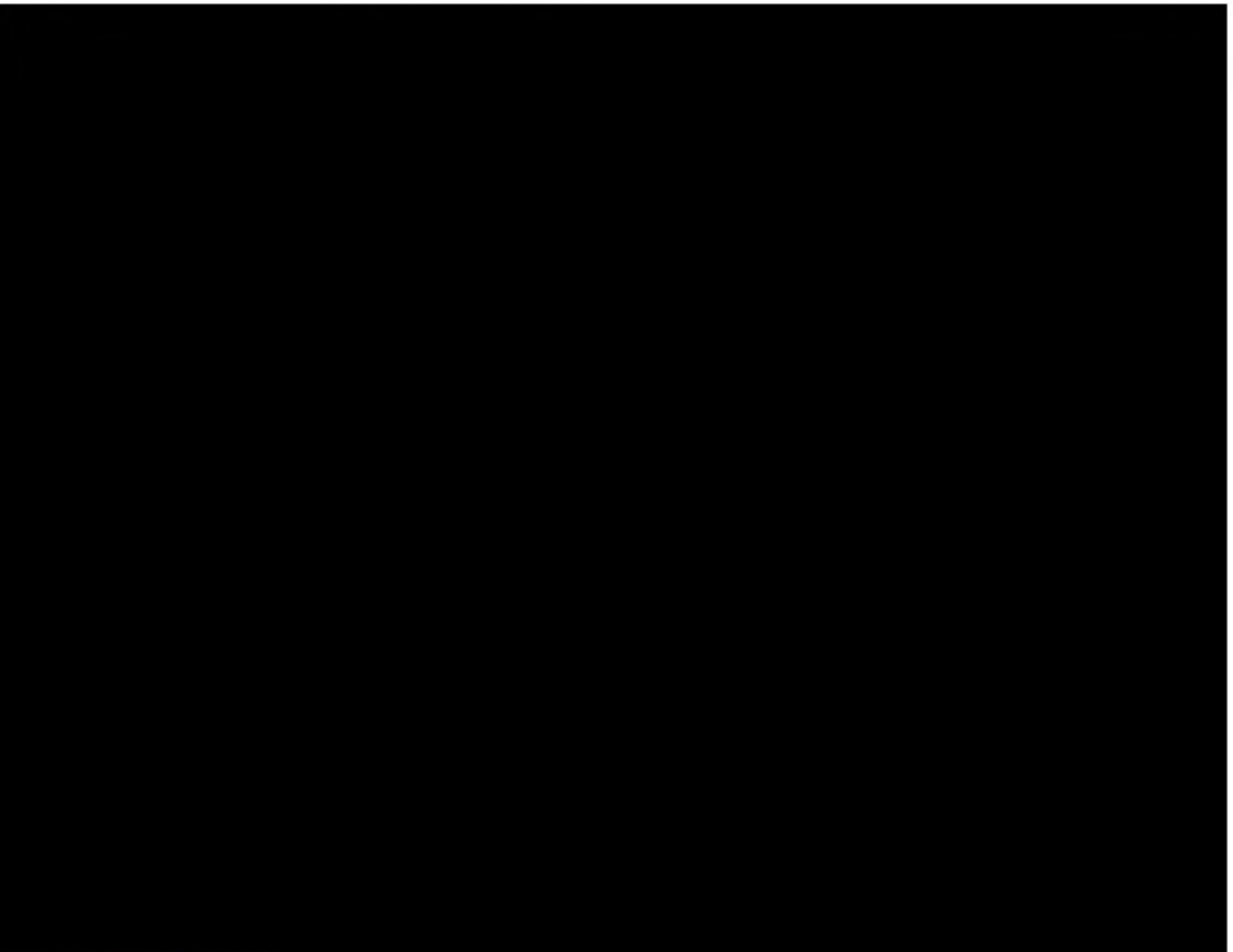
Hi Ed,

Would you have some time between noon and 1pm for a 15 min call? Want to share some of my DM's thinking around IGSC as is relevant to WT prep.

Nancy

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 7, 2019 2:49 PM
To: 'Edward Chalupka'
Subject: [REDACTED]

**Nancy Faraday-Smith**

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 8, 2019 12:26 PM
To: Taillefer, Charles (IC); Schaan, Mark (IC)
Cc: Tippins, Shawn (INFC); Paterson, Jill (IC); Simard, Martin (IC)
Subject: FW: Civic Lab 3: Intellectual Property, Data Ownership & Monetization of Data (March 26)
Attachments: Civic Lab 3 Invitation.pdf

Hi Charles / Mark -

Sharing info on the next Waterfront Toronto Civic Lab in case you didn't receive. Recognizing this falls more on the IP side of the shop, wondering if someone would be interested/able to attend. Shawn and I expect to be there as always.

Best,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

From: Civic Labs [<mailto:CivicLabs@waterfronttoronto.ca>]
Sent: March 8, 2019 12:19 PM
Subject: Civic Lab 3: Intellectual Property, Data Ownership & Monetization of Data (March 26)



Civic Lab # 3 Intellectual Property, Data Ownership & Monetization of Data

Tuesday, March 26, 2019
2:00 p.m. - 5:30 p.m.

Globe and Mail Centre
351 King St E #1600, Toronto, ON M5A 0N1

Waterfront Toronto and our Digital Strategy Advisory Panel (DSAP) invite you to participate in our next Civic Lab exploring issues related to

Intellectual Property, Data Ownership & Monetization of Data

Speakers and Agenda will be shared in advance

This invitation is non-transferable

Please RSVP by Friday, March 22, 2019, 5:00 p.m. to

CivicLabs@waterfronttoronto.ca

Many thanks,

Kristina Verner

Vice President, Innovation, Sustainability & Prosperity, Waterfront Toronto

Michael Geist

Chair, Waterfront Toronto Digital Strategy Advisory Panel



Civic Labs

Civic Lab # 3
Intellectual Property, Data Ownership & Monetization of Data

Tuesday, March 26, 2019
2:00 p.m. - 5:30 p.m.

Globe and Mail Centre
351 King St E #1600, Toronto, ON M5A 0N1

Waterfront Toronto and our Digital Strategy Advisory Panel (DSAP) invite you to participate in our next Civic Lab exploring issues related to Intellectual Property, Data Ownership & Monetization of Data

Speakers and Agenda will be shared in advance
This invitation is non-transferable

Please RSVP by Friday, March 22, 2019, 5:00 p.m. to
CivicLabs@waterfronttoronto.ca

Many thanks,

Kristina Verner
Vice President, Innovation, Sustainability & Prosperity, Waterfront Toronto

Michael Geist
Chair, Waterfront Toronto Digital Strategy Advisory Panel



Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 8, 2019 4:05 PM
To: 'Redish, Adam (MOI)'; David Stonehouse
Cc: Tippins, Shawn (INFC); Mitchell2, Lisa (INFC)
Subject: Fw: ADM Quayside Working Group Follow Up

FYI

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC)
Sent: Friday, March 8, 2019 4:03 PM
To: Edward Chalupka; Tippins, Shawn (INFC)
Cc: Mitchell2, Lisa (INFC)
Subject: Re: ADM Quayside Working Group Follow Up

Hi Ed,

 We'll endeavour to get back to you next week.

Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Edward Chalupka
Sent: Friday, March 8, 2019 3:25 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: FW: ADM Quayside Working Group Follow Up

Hi to both of you.

Know this was only sent yesterday but following up and wondering if you guys are planning on responding today?

Meg is keen for a response.

Let me know if Today or Monday.

Thanks

Ed

From: Edward Chalupka
Sent: Thursday, March 7, 2019 5:29 PM
To: Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC) ; adam.redish@ontario.ca; Fausto Iannialice (fausto.iannialice@ontario.ca) ; Wendy Ren (wendy.ren@ontario.ca) ; 'David Stonehouse' ; 'Michael Noble'
Cc: Kevin Greene ; Meg Davis ; Kristina Verner ; Leslie Gash
Subject: ADM Quayside Working Group Follow Up
 Hello All –

As a follow-up from our ADM Quayside Working Group meeting Tuesday [REDACTED]
[REDACTED] please find a summary of yesterday's conversation and proposed next steps.

BACKGROUND:

Waterfront Toronto's IREQ committee and WT's management team has asked the ADM-QWG to consider two asks:

[REDACTED]

COMMITTEE FEEDBACK

[REDACTED]

Please note dates in the timeline are approximate – discussions with SWL will be necessary to confirm

ASK

Could committee members please review the attached schedule and provide feedback and some input on whether they could support this approach to the MIDP schedule. If possible, WT would like to get a response from governments by end of week (Friday).

Many Thanks

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON
M5J 2N8 | [REDACTED] | [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 11, 2019 12:51 PM
To: 'Edward Chalupka'
Subject: RE: We still on for our call at 1 PM?

Super – 613-948-9481

From: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: March 11, 2019 12:50 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: We still on for our call at 1 PM?

Happy to have a quick call -should I call now?

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, March 11, 2019 12:41 PM
To: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Subject: RE: We still on for our call at 1 PM?

Do you want to have a quick 10 min call now? I don't need to wait until 1pm. No need either for Meg to join unless she wants to.

From: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: March 11, 2019 12:39 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: We still on for our call at 1 PM?

Nothing from my end really – save an except for an answer to the email from last week [REDACTED]
[REDACTED]

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, March 11, 2019 12:31 PM
To: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Subject: RE: We still on for our call at 1 PM?

Shawn and I were just talking about that. Is there anything in particular you folks want to cover?

From: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: March 11, 2019 11:53 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: We still on for our call at 1 PM?

Do we need a call?

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 11, 2019 4:56 PM
To: 'Edward Chalupka'
Subject: RE: Dinner

Perfect, thx

From: Edward Chalupka [mailto:██████████@waterfronttoronto.ca]
Sent: March 11, 2019 4:54 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: Dinner

I reiterated he is of primary concern.

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From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, March 11, 2019 4:52:03 PM
To: Edward Chalupka
Subject: RE: Dinner

Thanks Ed. Any word specifically with respect to S. Diamond's availability?

From: Edward Chalupka [mailto:██████████@waterfronttoronto.ca]
Sent: March 11, 2019 4:37 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Dinner

Mary has been reaching out but has yet to get confirmation from folks – we are still working on it.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | ██████████
 ██████████@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 12, 2019 5:36 PM
To: Edward Chalupka
Cc: Tippins, Shawn (INFC)
Subject: IGSC materials

Hi Ed,

How's it looking to start getting some IGSC materials our way tomorrow?

Thanks
Nancy

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 13, 2019 9:16 AM
To: Mary Scotland
Cc: Edward Chalupka; Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: Re: HOLD: Bi-weekly ADM briefings re: Quayside MIDP

Much appreciated - thanks!

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Mary Scotland
Sent: Wednesday, March 13, 2019 8:36 AM
To: Faraday-Smith, Nancy (INFC)
Cc: Edward Chalupka; Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: RE: HOLD: Bi-weekly ADM briefings re: Quayside MIDP

Good morning Nancy,

I just sent an updated calendar invitation for the confirmed date of March 22nd (9-11am) and a cancellation notice for March 19th.

Thank you for your patience.

Mary

mary scotland | executive liaison and assistant to the ceo | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Tuesday, March 12, 2019 5:30 PM
To: Mary Scotland [REDACTED]@waterfronttoronto.ca>
Cc: Edward Chalupka [REDACTED]@waterfronttoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infci.admo-bsma.ipi.infc@canada.ca>
Subject: RE: HOLD: Bi-weekly ADM briefings re: Quayside MIDP

That's great, thank you. Grateful if you could cancel the March 19th calendar invite as I believe it came from WT.

From: Mary Scotland [mailto:[REDACTED]@waterfronttoronto.ca]
Sent: March 12, 2019 5:17 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Edward Chalupka [REDACTED]@waterfronttoronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; INFC.O

IPI.admo-BSMA.IPI O.INFC <infci.ipi.admo-bsma.ipi.infc@canada.ca>

Subject: Re: HOLD: Bi-weekly ADM briefings re: Quayside MIDP

Hi Nancy,

Apologies for the delayed reply. The next briefing will be confirmed for March 22 from 9-11am.

An updated calendar invitation will be sent tomorrow morning.

Thank you,
Mary

mary scotland | executive liaison and assistant to the ceo | Waterfront Toronto | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED] [@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca) | www.waterfronttoronto.ca

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>

Sent: Tuesday, March 12, 2019 4:50:25 PM

To: Mary Scotland

Cc: Edward Chalupka; Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC

Subject: RE: HOLD: Bi-weekly ADM briefings re: Quayside MIDP

Hi. Just following up on this question of scheduling. Thanks.

From: Faraday-Smith, Nancy (INFC)

Sent: March 11, 2019 3:46 PM

To: 'Mary Scotland' [REDACTED] [@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)

Cc: 'Edward Chalupka' [REDACTED] [@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca); Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infci.ipi.admo-bsma.ipi.infc@canada.ca>

Subject: RE: HOLD: Bi-weekly ADM briefings re: Quayside MIDP

Hi Mary,

I see in my calendar that there is a HOLD for an ADM Quayside briefing on March 19th (11:30-2:00) as well as on March 22nd (9:00-11:00). Could you advise which of these meetings is confirmed? Great if it's the latter, as we'll be in Toronto already on the 22nd for IGSC that afternoon.

Many thanks,
Nancy

-----Original Appointment-----

From: Mary Scotland [[mailto:\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca)]

Sent: February 15, 2019 5:34 PM

To: Mary Scotland; Julius Gombos; Kristina Verner; Meg Davis; Leslie Gash; Jed Kilbourn; Edward Chalupka; Erik Cunningham; Kevin Greene; Jeff Ross; Michael Wolfe; Sarah Craig; Marisa Piattelli; 'Wendy.Ren@ontario.ca'; David Stonehouse; Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); 'Redish, Adam (MOI)'; 'Tracey Cook'

Cc: Christopher Glaisek; Pina Mallozzi; Alex Mereu; Rei Tasaka; Sumeet Ahluwalia; Caroline Kim; Aaron Barter; 'Jonathan Lam'; 'Andrea Broughton'; Zewede, Heywet (INFC); Ladouceur3, Natalie (INFC); 'Olowude, Ibukun (MOI)'; Greg Barley; Shuaa Aldroubi; Gabriela Escobar; Julie Bowering

Subject: HOLD: Bi-weekly ADM briefings re: Quayside MIDP

When: March 22, 2019 9:00 AM-11:00 AM (UTC-05:00) Eastern Time (US & Canada).

Where: Waterfront Toronto - 20 Bay Street, Suite 1310 - Boardroom

Bi-weekly briefings have been scheduled for WT to briefing ADMs on the Quayside MIDP business case and Digital Data Governance.

Hold for March 22nd from 9:00am to 11:00am as an alternate to March 19th.